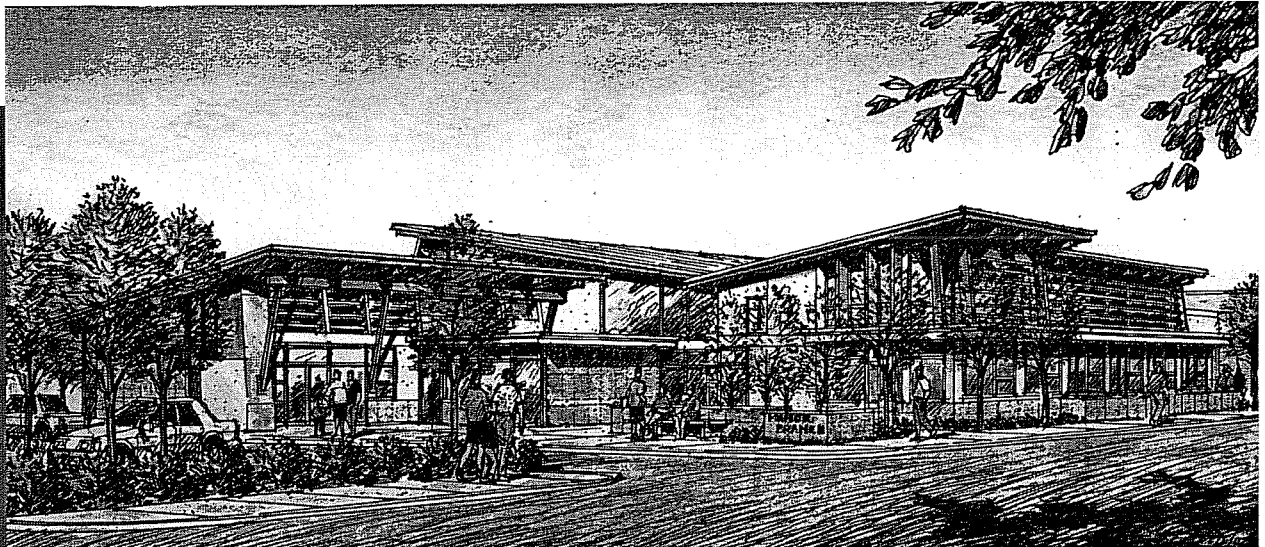


City of San Leandro



San Leandro Public Library Manor Community Branch Library

Community Library Needs Assessment

Attachment 11
Section 20440(d)2

Date Completed
June 2002

By Whom
Group 4 Architecture, Research + Planning Inc.

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<i>San Leandro Branch Libraries Master Plan</i>	

EXECUTIVE SUMMARY

2. EXECUTIVE SUMMARY

The San Leandro Public Library has provided library services to the residents of San Leandro for nearly a century. Since the opening of the Carnegie library in 1909, the library system has grown to include a Main Library and three branch libraries. The branch libraries were established in the 1960's and include the Manor Branch, the Mulford-Marina Branch, and the South Branch.

Methodology. The San Leandro Public Library and its consultants involved a wide range of stakeholders in the Master Plan process – to assess the City's branch library service and facility needs – and in this Needs Assessment completed specifically for Manor Branch. Stakeholders included library patrons, students, school personnel, homeowners associations, two local school districts, library staff, City staff, and the Library Historical Commission. Public participation efforts included a public workshop, focus groups, patron surveys and interviews, staff interviews, public meetings, customer use pattern mapping and formal presentations of outcomes and design elements. Local school personnel and students participated in a series of focus groups and staff interviews to identify areas in need of strengthening through school-library cooperation and joint-use projects.

Community Analysis. The Manor Branch has the largest branch service area in the City with 28,093 residents, over one-third of the City's population. The service area has grown substantially in recent years, including a 19% population increase between 1990-2000. Growth of the student population has been even more rapid, with a 60% increase over the past ten years. By 2020, the service area and its student population are expected to grow by 5% and 25% respectively. Another important factor in library planning is the increasingly diversity of the service area. This expanded and more diverse population has strained the ability of the Library's branches to provide high-quality services within the existing facilities built to serve neighborhoods of an earlier era.

The Manor Branch serves over 6,000 students at four public elementary schools, one middle school, and one high school, as well as three private schools. A survey of local school libraries, which are only open during school hours, found that students need spaces after-school for study and computer work as well as extra-curricular programs to assist them with homework, tutoring, learning programs, research, and computer services. Space accessible to students that is close to the schools is vital. The Manor Branch (open six days a week) and the Marina Community Center (not open on a walk-in basis) are the only public facilities in the vicinity.

The new Manor Branch must also address the educational needs of adult residents. Although adult literacy rates were not available for the service area, citywide data indicate that 1 out of 5 residents are at or below the 9th grade reading level, making literacy as well as English as a second language high priorities. The Manor Branch service area is lagging behind other City neighborhoods economically. Poverty levels are greater than the City as a whole for most age groups, especially for the area's oldest population. Other economic indicators such as median income fall below citywide levels, and median property value falls significantly below both city and countywide numbers. In an area with a high cost of living, these statistics are telling of a population in need of public services.

Community Characteristics. The service area is isolated by geographic barriers from the rest of the City, making residents feel that they are in a distinct community. As much as the neighborhood functions independently with its own banks, grocery stores, and retail services, the area is lacking in public services buildings. The local Marina Community Center is the only other complementary educational and recreational services building in the area outside the schools. As a consequence, the branch library is seen as an important "civic gathering place" in the neighborhood.

Service Needs. The Manor Branch, a converted residential duplex of 2,100 square feet, is too small to house the collection, seating, technology, and programs that service area residents desire. Patrons identified four major themes that represented priorities for the Manor Branch: adequate space, collection, technology and neighborhood ambience. Focus group participants stressed they needed space and seating to "study, work, and read." Adequate space includes room for a larger collection that emphasizes the needs of the largest user groups – students and casual readers. Technology is seen

as an important library service to patrons who cannot afford computers at home, including many students who otherwise have no access to technology after school hours. Program needs include literacy programs, homework assistance, multi-cultural events, family learning programs, and community programming. A neighborhood gathering place was seen as an important function of the branch.

Service Limitations. Service limitations at the Manor Branch include some items already mentioned – inadequate collection, seating, and technology – as well as items such as staff workstations, meeting room space, and group study areas. The only staff desk/workstation is the circulation counter area. The combined reference materials room/lunch room/storage room and custodial closet are located down a narrow set of steps in a very small, crowded room. No program or meeting room exists, which results in many programs not being available or being held in the midst of collection areas. No group study areas are provided for students to study or to receive homework assistance and tutoring.

Physical Limitations. Built as a duplex in 1952, the Manor Branch facility lacks appropriate infrastructure to house a library. It does not have acceptable access for patrons with disabilities, adequate acoustic dampening, capacity for expansion or flexible space use, functional spatial relationships, energy conservation mechanisms, or a fire sprinkler system. To make the best use out of the 2,100 square feet available, staff has fit as many resources as possible within the space, leading to conflicting uses occurring in the same space; for example, access to new adult books is blocked if table seating is being used and quiet study areas are unavailable because of the open floor plan. Renovation to this existing building would not result in functional spaces due to the limitations of the existing design and structure. However, the site is centrally-located in the neighborhood and to schools and easily accessible via automobile, foot, bicycle, and public transit.

Overall, the Needs Assessment revealed that the needs of the Manor Branch service area cannot be met in the present facility. Only by construction of a new, expanded Manor Community Branch Library will the community's needs be met. A new, larger Manor Branch facility located adjacent to the existing branch site, on City-owned land, will be able to provide residents of all ages with learning opportunities and state-of-the-art technology.

<i>Problem</i>	<i>Space Needs Recommendation</i>
Library facility too small to house necessary programs, collections, seating, technology, staff, meeting rooms, and group study areas.	Build branch library facility of approximately 9,500 square feet.
Collections below per capita recommendations, lacks depth with regard to needs of user groups.	Increase collection from 18,019 to 30,000 volumes, focusing on the needs of main user groups - children, students, seniors, and casual readers.
Limited number of individual and group study areas and casual seating.	Increase seating to include 28 seats for adults, 17 seats for children, 12 group study seats, and 80 seats for the program room.
Insufficient technology available to public, below per-capita recommendations.	Provide 20 general use computers, 20 E-Learning laptops for students, 6 computers for literacy programs, and a copy machine.
New facility will require additional staffing.	Employ 1 Senior Librarian, 1 Librarian, 1 Senior Library Assistant, 3 Library Clerks, 1 Homework Center Teacher, 5 Homework Student Assistants, and 5 Library Pages.
No formal area for holding library programs.	Create meeting/program room to accommodate 80-100 people in auditorium-style seating, or up to 35 people in conference-style seating. Room will be available for library programs and public meetings.

METHODOLOGY

3. NEEDS ASSESSMENT METHODOLOGY

A. EXECUTIVE SUMMARY

The City of San Leandro Public Library and its consultants utilized a variety of methods to involve residents, community organizations, special interest groups and other stakeholders in determining the needs of the residents of the Manor Branch service area and how a new library facility might address those needs. Public outreach efforts included:

- *Patron Surveys and Interviews* - Over 100 Patron Surveys were collected from existing library patrons. Library staff distributed and collected fifty surveys at each of the Branch Libraries as well as the Main Library over a two-week period during the month of April 2001.
- *Mapping Customer Use Patterns* - One of the questions asked on the Patron Survey was the respondent's block address. This address was procured in order to map where current patrons reside. Seeing where they reside allowed the project team to visually examine the City's library usage and determine if there are areas that have a proportionately low level of library use.
- *Utilizing Focus Groups* - Three groups were identified by the project team and the Library and Historic Commission as important users of the Library system and important to contact regarding planning for the future.
- *Public Workshop* - A Public Workshop solicited input of the general public.
- *Staff Interview Sessions* - Interview sessions were held with each of the San Leandro Branch Managers as well as with Library administrators for Children's Services, Technical Services, Technology, Building Services, the Library Services Manager, and the Library Director.
- *Formal Presentation of Outcomes and Prototypical Design Elements* - The project team held five public meetings which presented the details of the Master Plan, the prototypical design elements which will be present in all of the branch libraries, and the conceptual design for the Manor Branch Library.
- *Public Meetings* - In addition to public meetings outlined above, the project team also conducted meetings with various homeowners associations, public agencies (City Council, Planning Commission, etc.) and other community organizations. This process will continue to solicit public input throughout the planning and implementation phases.

This wide variety of public outreach and public input methods was utilized in an effort to contact as many different elements of the community as possible, and to receive as broad a perspective on library needs as possible.

In addition, special efforts were made to ensure that the school districts located in the service area were actively involved. Both San Leandro and San Lorenzo Unified School Districts have schools within the Manor Branch Library service area. San Leandro and San Lorenzo Schools were involved in the focus groups and public meetings during the planning process, with one focus group for youth and the community leader focus group including a San Leandro School Board member and the San Lorenzo Arroyo High School Principal as well as parents of school children.

In addition, both school districts participate with the City in a joint Liaison Committee whose function is to coordinate school-City relations. This Committee provided the vehicle for beginning the process of planning the joint-use pro-

grams for Manor Branch Library. Prospective programs were identified through this committee; focus groups were then held with the prospective principals, teachers, students, and curriculum personnel of the programs to determine the fit of the Library and these programs, and to determine jointly the design of the joint-venture programs and how the Library needed to be designed to fit these programs.

As a precursor to the Cooperative Agreement (required for the Library Bond grant application), the Library staff held meetings with representatives from each of the School Districts to discuss potential joint-venture projects. The potential projects identified in these meetings included linkage with the E-Learning project in place in the San Lorenzo School District, the Community Based English Training program (CBET), and Arroyo High School's Tech-Links and Teaching and Learning Academy. These meetings were instrumental in determining the eventual selection of a Computer Center, a Family Literacy Center, and a Homework Center as part of a new Manor Branch Library. These projects have been incorporated into the Plan of Services and the Building Plan documents of this grant application.

B. Community Involvement

Throughout the planning process, the Library and consultant team made a comprehensive effort to hear from as many different voices and vantage points as possible. San Leandro residents responded to this effort with insightful and passionate ideas on how to improve library services and facilities in their neighborhoods. Indeed, community participation provided the very foundation upon which the *Branch Libraries Study* and the *Manor Branch Plan of Service* was built – it helped the Library to identify needs and to develop recommendations to meet those needs.

1. Patron Surveys and Interviews

In order to capture a “snapshot” of how library customers use their local branch libraries and how satisfied they are with the library services offered there, the Library and consultant team randomly distributed patron surveys at each of the three branch libraries as well as at the Main Library. A total of 116 of these surveys were completed and returned, with 80% (93) of the completed surveys coming from branch library customers. In addition to completing the written survey, 49 library patrons provided additional input and feedback during face-to-face interviews.

Survey and interview questions asked patrons if their branch libraries were conveniently located and accessible, if they used other libraries in addition to their local branch, and their general level of satisfaction with existing library services and facilities. The major findings of this patron survey are summarized below and discussed in greater detail in *Appendix One* of this document:

- ***Patrons were generally satisfied with the location of the existing neighborhood branches, with a significant number stating that they could conveniently walk or bike to their local branch library. Fifty percent of Manor Branch Patrons walked to their Branch Library, and all of the respondents for this branch felt it was a good location for the library.***
- ***The majority of patrons either used their local branch exclusively OR used their local branch primarily and occasionally used the Main Library to supplement services not available at their branch, reinforcing the finding that many patrons prefer to access library services at a neighborhood branch if possible. For the Manor Branch, 60% of patrons never used any other libraries.***
- ***Three-quarters of patrons expressed a desire for existing library services at their branch to be expanded (including a bigger, more diverse collection, additional computers and technology, more seats, and longer hours). There was also strong support for adding new services at the branch libraries, especially services that would enhance the educational activities of local schools; most often mentioned were homework centers, specialized programming, and tutoring programs.***

What services would you like to see added (circle all that apply)?

☒ Homework center
☒ Distance learning
☒ Vending Machines
☐ Arts and crafts programs
☐ Tutoring
☐ Home delivery of materials

On-line reservations of program spaces
 On-line material reserves
 On-line fine payment
 Software training
 Internet guidance

Could really use this one!

Would you like to see the library develop partnerships (circle all that apply)?

If so, with whom:

☐ Local business near the branch library (coffee shops, cafes, copy shops, etc.)
☐ Parks and Recreation
☐ Other City departments
☒ Schools
☐ Other

What services do you think should be emphasized at this branch (please circle up to two)?

☒ Education support
☐ Adult education
☐ Local history
☐ Business career information
☐ Language Skills
☐ Community information
☐ Consumer info
☒ Basic literacy
☐ Genealogy

Would you use materials in language(s) other than English? Which ones? Possibly Spanish (for homework)

What do you like most about your library? Location

What do you like least about your library? Not enough selection

How important is this library to you? Not at All 1 2 3 4 5 Very

Is this library in a good location? YES NO

Why/why not? Because I live across the street practically!

Do you have access to a computer elsewhere? YES NO

If so, where? Home

Do you access information from other sources (schools, bookstores, internet, video rentals)? YES NO

Please indicate street name and block number - (e. if your address is 120 Main Street, indicate 100 Main)

2474 Fairway Dr.

Please indicate your age Group (circle one):

1-12 12-17 18-25 26-39 40-65 65+

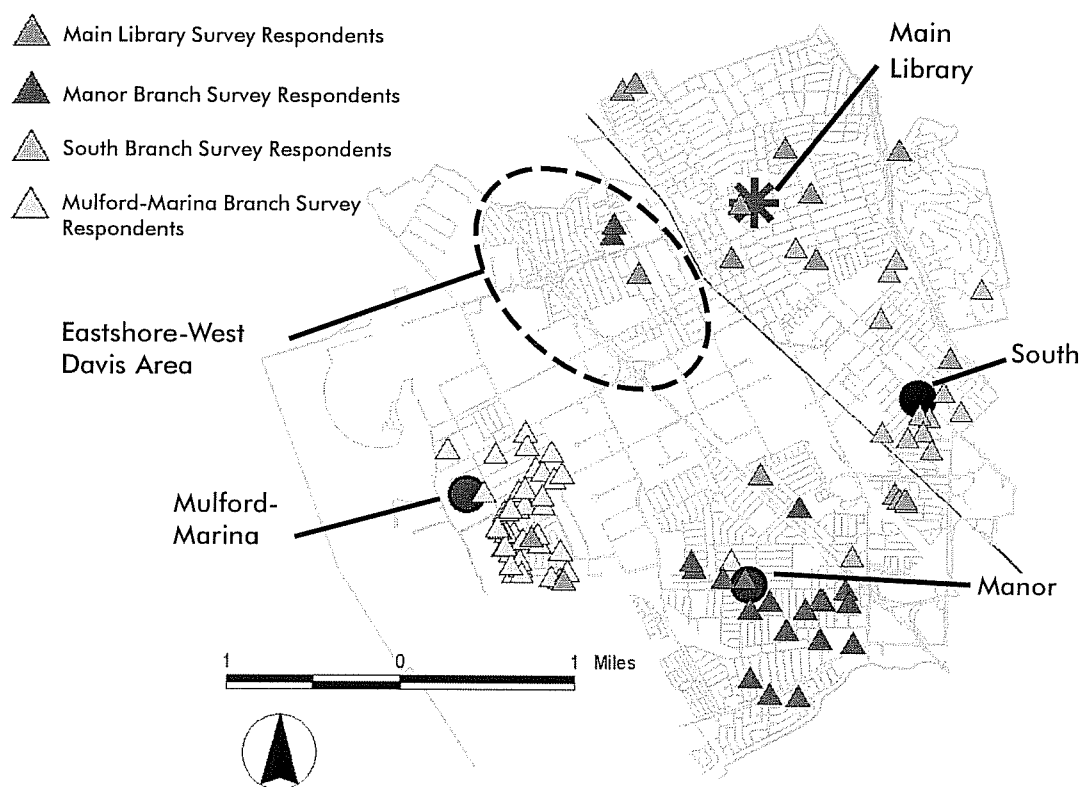
Please add any comments you may have: Just get more newer & up-to-date books for a better selection - especially new technologies like genetic engineering & maybe career info.

Customers identified the strengths and weaknesses of existing branch libraries in the patron surveys.

2. Mapping Customer Use Patterns

In order to learn more about how San Leandro residents use their branch libraries, the consultant team used Geographic Information System (GIS) software to map 100 customer addresses (using the generic block number and street name given on the patron survey). These customers' addresses were symbolized with different colored triangles to indicate which library branch each customer typically used.

Comparing these customers' addresses with the location of the branch libraries each customer primarily used suggested two general conclusions. First, the customers in the sample were predisposed to use the local branch library in their neighborhood area, corroborating findings from the patron surveys that customers prefer to access library services locally whenever possible. The Main Library, however, served patrons from both the surrounding neighborhood areas and the city as a whole revealing that this facility functions as both a neighborhood branch library and a citywide resource providing services in conjunction with the branch libraries. It was noted, however, that patrons west of I-880 from *the Manor Branch service area used the Main Library less than other Branch Patrons, because of geographic barriers or comparative convenience of the Manor Branch location*. Secondly, very few of the patrons in this sample were from the Eastshore-West Davis area, suggesting that the nearest library is difficult to access for residents of this area or is otherwise unable to meet residents' needs.



3. Focus Groups and Public Workshop

The purpose of the focus groups and public meeting was to gain a more in-depth understanding of the needs of library customers. Nearly 30 people, including high school youth, seniors, and community leaders from civic, business, and school organizations, participated in the 3 focus groups convened to discuss library services in San Leandro. In addition, over two dozen San Leandro residents and neighborhood leaders attended an evening workshop that was open to the public. Although the participants of the focus groups and public workshop identified multiple priorities for improving branch library services and facilities, several common themes emerged from these sessions:

- **Expand the use of technology in the branch libraries.**
 - Increase the availability of computers, technology resources, and technology training for the public.
 - Explore the role of the branch libraries as a 'community technology centers' in the neighborhoods.
 - Utilize technology to help make the library more operationally efficient and customer responsive.
- **Enlarge and diversify the collection at the branch libraries.**
 - Tailor collections at each branch to meet the unique needs of surrounding service areas (i.e., large print, foreign languages).
 - Provide multiple copies of popular items that are checked out frequently or all at once (i.e., new bestsellers or books commonly used for school projects).
 - Build a more contemporary collection covering a broader array of topics.
- **Provide more space for services & programs at the branch libraries.**
 - Provide comfortable, quiet spaces for individual library uses such as reading and research.
 - Provide dedicated spaces for group uses such as storytelling, study groups, literacy training, and families with children.
 - Consider providing spaces such as activity rooms, outdoor areas, and multipurpose rooms for innovative library programs and community events (book readings, film screenings, neighborhood carnivals, etc).
- **Retain neighborhood focus of branch libraries.**
 - Customers like the personalized, knowledgeable service they receive at their neighborhood branch.
 - Neighborhood branches are convenient for surrounding residents to get to (easy to walk and bike to).
 - Local branches meet customers 'daily needs' for library services (check e-mail, pick up a reserved book, grab a video for the kids to watch after dinner, etc.).



Extensive community participation shaped the recommendations.

4. Additional Surveys from Focus Group & Workshop Participants

In addition to expressing their opinions in the full group discussions, 32 of the participants at the focus groups and public workshop completed surveys designed to measure their satisfaction with their local library's collection (including the children's, adult, and multimedia collections), the programs offered at the library, the library's location, and the library building itself. The results of these survey are summarized below and further detailed in the *Appendix* section document:

- *While the general collection at the Main Library received a 100% satisfaction rating from those surveyed, **only 36% were satisfied with the general collection at their branch** – nearly two-thirds of respondents were either dissatisfied or neutral about the adequacy of the general collection at the branches.*
- *The children's collections and multimedia collections at the branches also fared poorly – a majority of participants surveyed were either dissatisfied or neutral about the adequacy of these collections.*
- *Respondents indicated that many of the library programs offered at their branch were not robust enough to meet community needs - computer training and children's storytime were the programs most often rated as inadequate. **Over one-fourth of Manor Branch users were unsatisfied with the limited number of storytimes and the space provided.***
- *Respondents were not satisfied with the current technology resources at the branch libraries; **almost three-fourths of the respondents felt the computers at the Manor Branch were insufficient, and over one-fourth of Manor Branch users were unsatisfied with computer training programs.***
- *In addition to wanting more room for enhanced library programs, **patrons felt that more room was needed at the branch libraries for additional seating and program space** - 80% of Manor branch patrons indicated that seating at their branch was insufficient, while 65% of these customers felt the program space at their branch was insufficient.*

5. Staff Interview Sessions

The Library conducted a total of four staff interview sessions attended by staff members from the Main Library and each of the three branches. At these roundtable discussions, staff members were asked to utilize their “insider expertise” and to share which features of their branches worked well and which features needed to be improved. Staff members not only provided invaluable information about the strengths and weaknesses of the branches at which they worked; they also suggested strategies of how their facility could be improved to better meet the needs of the customers in their service area and San Leandro as a whole.

6. Presentations of the Study and Prototypical Design Elements

After the draft *Master Plan* was presented to the San Leandro City Council in a work session, the project team went back to the public to introduce and solicit input on the *Master Plan's* concepts. These concepts included both the strategy for locating branches as well as prototypical design elements that will be present in all of the facilities. These elements respond directly to the input received throughout the process from the community. These elements include not only the recommended service levels—the components of the library facilities, but also the design of the facilities in a way that responds to the community's identity and needs. For instance, the view of the branch libraries as community gathering places is highlighted in the shared resources area which will connect all ages of users while still allowing for adequate separation between adult and youth users who wish for privacy. Also, the design strives to achieve the comfortable atmosphere that patrons indicated they liked in the existing libraries through the design of reading and study nooks and the use of daylighting throughout the buildings.

The prototypical elements were illustrated with the conceptual design for the Manor Branch, and are further described in the *Manor Community Branch Library Conceptual Design*. Exit surveys completed by participants in the public meetings indicated their appreciation for the increase in size of both facilities and parking, the family/shared reading areas, the use of energy-saving elements such as daylight harvesting, and increased ADA accessibility. Participants had concerns about the funding for the project and, for South Branch, that the new site for the South Branch be near its current highly accessible location.

7. Public Involvement with Manor Community Branch Library Design

The meetings introducing the Master Plan and initial design concepts to be used in all of the branches were considered preliminary design reviews for the project team. While the initial design concepts emerged from the public input solicited throughout the master planning process, getting initial reactions, input and confirmation of these design values guided the project team in development of the plan of service, the program, and the conceptual design for Manor Branch. The project team and the library staff were also integral throughout the development of these documents.

As follow-up to the initial meetings with the public and as an important part of the design process, the project team will be holding additional meetings with the following groups to discuss the conceptual design of the library and solicit input:

- *Washington Manor Homeowners Association*
- *Floresta Homeowners Association*



The public was a part of the process throughout the planning and conceptual design of Manor Branch Library.

- *Bonaire Homeowners Association*
- *Library-Historical Commission*
- *City of San Leandro Council Facilities Committee*
- *Board of Zoning Adjustments*

The Manor Branch will also have public oversight throughout the design phase using the branch to display progress drawings for the community's review.

C. School Involvement

Both San Leandro and San Lorenzo Unified School Districts have schools within the Manor Branch service area. San Leandro and San Lorenzo Schools were involved in the focus groups and public meetings during the planning process, with one focus group for youth and the community leader focus group including a San Leandro School Board member and the San Lorenzo Arroyo High School Principal as well as parents of school children.

In addition, both school districts and the City participate in a joint Liaison Committee, which has been an ongoing committee for four years to discuss and support joint City-School programs. This committee includes the Director of Library Services, the Director of Instructional Materials and Technology Center, a three-member sub-committee of the City of San Leandro City Council and a three-member sub-committee of the San Leandro Unified School Board and San Lorenzo Unified School Board along with the City Manager and the School Superintendents. The established relationship from this committee was integral in beginning the process of planning the joint-use programs for Manor Branch. Prospective programs were identified through this committee; focus groups were then held with the prospective principals, teachers, students, and curriculum personnel of the programs to determine the fit of the Library and these programs, and to determine jointly the design of the joint-venture programs and how the Library needed to be design to fit these programs. Ongoing meetings with a School Advisory Committee will ensure that the design of the Library and of the joint-venture programs are successful.

The following school personnel were a part of these meetings:

- *Linda Perry, San Leandro Unified School District Board*
- *Georgeann Hardy, Director of Instructional Materials and Technology Center*
- *Gail Drake, Corvallis School Principal*
- *Pam DeCarli, Corvallis School Teacher (E-Learning)*
- *Paul Illingworth, Corvallis School Teacher (E-Learning)*
- *Beth Magidson, Corvallis School Teacher (E-Learning)*
- *Amparo Ramos, Community Based English Language Tutoring (CBET) Program Coordinator*
- *CBET Students*
- *Richard Lloyd, Arroyo High School Principal*
- *Dana Rosenberg, Arroyo High School Teaching and Learning Academy Coordinator*

- *San Leandro and San Lorenzo Students*
- *Parents of San Leandro and San Lorenzo Students*
- *San Lorenzo Unified School District School Board*
- *San Leandro Unified School District School Board*
- *San Leandro City-School Liaison Committee*

D. Methodology for Involvement

As described in Section B and C, a variety of methods were used to solicit input from all aspects of the community. A range of data gathering procedures were used in order to contact as many different aspects of the San Leandro community as possible. The following describes the methodology and intended recipients of each type of outreach:

1. Patron Surveys and Interviews

The Patron Surveys and interviews, completed over three weeks at all three branches and the Main Library, resulted in over 100 responses, 80% of these from the branches. The survey included questions that examined three different areas of the San Leandro Libraries:

- questions regarding location and accessibility to the branch and main libraries, to help determine if the branch locations are well-placed within the communities they serve,
- questions regarding whether or not patrons used other libraries for their library needs, to help understand if San Leandro's libraries serve as a network or if they function on a stand-alone basis, and
- questions regarding services and facilities available, to determine if the libraries' offerings are meeting the community's needs.

Over 100 Patron Surveys were collected from existing library patrons. Library staff distributed and collected fifty surveys at each of the Branch Libraries as well as the Main Library over a two-week period during the month of April, 2001. The survey helped to procure more input from the youth age group, with 25% of the survey respondents age 17 or younger. In addition to distribution of the surveys, the consultant, Group 4 Architecture, Research + Planning, Inc., visited each of the libraries to perform guided interviews of patrons with the survey document to procure more in-depth information on the survey topics.

The following pages includes a sample of the survey distributed.

METHODOLOGY



SAN LEANDRO BRANCH LIBRARIES PROTOTYPE DESIGN

PATRON SURVEY

We are doing a study for the City of San Leandro, which is trying to determine how to improve Branch Library services. Please take a moment to help us gather information by answering a few questions:

How do you usually get to the library (please circle one) ?

- Walk
- Bike
- Car/truck
- Bus
- Taxi
- Other

Do you use other libraries on a regular basis? YES NO

Which ones?

Why?

How often do you use the library?

- More than once a week
- Once a week
- Twice a month
- Once a month
- Less than once a month

Why do you come to the library (circle all that apply)?

- | | |
|--|---|
| Best sellers/ Popular Materials | Access internet |
| Borrow books | Public access software on the computers |
| Borrow video | Access electronic database |
| Borrow tapes/CD's | Reference Materials |
| Browse magazines | Large print |
| e-mail access | Sit and read |
| Word processing | Meet friends/neighbors |
| Bring own work | Use language materials |
| Attend storytime | Do homework |
| Attend programs – training, tutoring, readings | |
| Other | |

Are you usually able to find what you need? YES NO

Is there usually a wait to get materials? YES NO

If so, how long?

What services would you like to see improved at the branch libraries (circle all that apply)?

- | | |
|-----------------------------|--------------------|
| More books | More seats |
| More videos/tapes/cd's | Quieter areas |
| More computers | Storytelling space |
| Longer hours/more days open | Training areas |
| Shorter lines | Meeting rooms |
| Program spaces | |

What services would you like to see added at the branch libraries (circle all that apply)?

Homework center	On-line reservations of program spaces
Distance learning	On-line material reserves
Vending Machines	On-line fine payment
Arts and crafts programs	Software training
Tutoring	Internet guidance
Home delivery of materials	

What services do you think should be emphasized at the branches (please circle up to two)?

Education support	Community information
Adult education	Consumer info
Local history	Basic literacy
Business career information	Genealogy
Language Skills	

Would you like to see the library develop partnerships (circle all that apply)?

If so, with whom:

Local business near the branch library (*coffee shops, cafes, copy shops, etc.*)

Parks and Recreation

Other City departments

Schools

Other

Would you use materials in language(s) other than English? Which ones?

What do you like most about your library?

What do you like least about your library?

How important is this library to you? Not at All Very

1	2	3	4	5
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Why?

Is this library in a good location? YES NO

Why/why not?

Do you have access to a computer elsewhere? YES NO

If so, where?

Do you access information from other sources (schools, bookstores, internet, video rentals)? YES NO

Please indicate street name and block number – (i.e., if your address is 120 Main Street, indicate 100 Main)

Please indicate your age Group (circle one):

1-12 12-17 18-25 26-39 40-65 65+

Please add any comments you may have:

Thank you for your time and input!

2. Mapping Customer Use Patterns

One of the questions asked on the Patron Survey was the respondent's block address. This address was procured in order to map where current patrons reside. Seeing where they reside allowed the project team to visually examine the City's library usage and determine if there are areas which have a proportionately low level of library use. This, together with analysis of the City's geographic barriers and questions on the Patron Survey and Focus Groups, was used to determine how well the current library facilities were located for the City's residents.

Patron block addresses were taken from the Patron Survey mapped using ArcView software. The addresses were mapped with points which showed the block each patron lived on to retain anonymity. The resulting map was then analyzed by both the consultant, Group 4 Architecture, Planning + Research, Inc., and by Library and City staff to gain both professional expertise and knowledge of the community's characteristics.

3. Focus Groups and Public Workshop

In addition to the general user surveys, the project team and the Library-Historical Commission identified three important groups to contact in regards to planning for the future of the Manor Branch. Two groups, seniors and youth, were identified as prime users of the Branch Library system (these users tend to frequent the branches due to their generally lower mobility). The third group, that of community leaders, was identified as a way to collect input from a wide variety of users through group representatives.

Focus Group invitees were suggested in a brainstorming session and through follow-up work by the Library based on their representation of various groups. For example, the committee wanted youth representatives from both public and private schools, various organizations such as the Boy's and Girl's Club and Girl's Inc., and the City's Youth Advisory Committee. The Community Leader Focus Group sought representatives of both San Leandro and San Lorenzo Unified School Districts, homeowner associations, and business and service organizations. The focus group sessions were held to accommodate the various groups' particular schedule needs (i.e., the youth focus group was held after school hours, the community leader focus group was held in the evening). If focus group invitees were unable to attend the particular focus group, they were encouraged to attend the public workshop.

The Public Workshop was intended to solicit input of the general public. The workshop was advertised in all Library Facilities to notify and attract current patrons as well as the San Leandro Times, to notify and attract both current patrons and nonusers of the library. This workshop was held in the evening to accommodate participants' work schedules.

Both the Focus Group and Public Workshop introduced the attendees to the City's work in creating a Master Plan for library facilities and services. The consultant then facilitated discussion of several topics: library collections, library services, physical attributes and spaces of future facilities, technology, and potential partnerships, as well other topics raised by each group.

4. Additional Surveys from Focus Group & Workshop Participants

The Library Collection and Services Surveys were completed during three focus group meetings and one public workshop. All meetings took place at the Main Library, with a total of 32 responses; 15 responses evaluated the Manor Branch (respondents were asked to evaluate the Library Facility they regularly patronized). The survey included questions that examined three different areas of the San Leandro Libraries:

- questions regarding patron satisfaction of their Library's collection, both a general evaluation and specific evaluations of children's, adult's, and multimedia collections;
- questions regarding patron satisfaction of their Library's programs, such as storytime, summer reading, literacy, and computer training; and
- questions regarding the sufficiency of services and facilities available, to determine if the libraries' offerings are meeting the communities' needs.

The survey questions asked respondents to rate each of the services from "*1 = very satisfied/sufficient*" to "*5 = not at all satisfied/sufficient.*"

The following pages includes a sample of the survey distributed.



SAN LEANDRO BRANCH LIBRARIES PROTOTYPE DESIGN

FOCUS GROUP SURVEY

Library Collection and Services Survey

Please help us evaluate the services and facilities of your branch libraries by filling out this questionnaire.

1. Which Branch Library do you use (if more than one, circle the one you will evaluate on this form)? _____

2. Are you satisfied with your branch library's collection? *Extremely* *Not at all* *Don't Know*
1 2 3 4 5 n/a
Comments:

A. Children's Book Collection 1 2 3 4 5 n/a

B. Adult Book Collections 1 2 3 4 5 n/a

C. Reference Collection 1 2 3 4 5 n/a

D. Multi Media Collection (CDs, Videos, and Tapes) 1 2 3 4 5 n/a

E. Other (please list) 1 2 3 4 5 n/a

3. Are you satisfied with the programs offered by your branch library? *Extremely* *Not at all* *Don't Know*
1 2 3 4 5 n/a
Comments:

A. Storytime 1 2 3 4 5 n/a

B. Summer Reading Program 1 2 3 4 5 n/a

C. Literacy 1 2 3 4 5 n/a

D. Computer Training 1 2 3 4 5 n/a

Other (please list): 1 2 3 4 5 n/a

4. Is the parking sufficient at your branch library? *Extremely* *Not at all* *Don't Know*
1 2 3 4 5 n/a
Comments:

5. Is there sufficient seating at your branch library? *Extremely* *Not at all* *Don't Know*
1 2 3 4 5 n/a
Comments:

6.	Are there a sufficient number of computers at your branch library? Comments:	<i>Extremely</i> 1 2 3	<i>Not at all</i> 4 5	<i>Don't Know</i> n/a
7.	Is the program room sufficient at your branch library? Comments:	<i>Extremely</i> 1 2 3	<i>Not at all</i> 4 5	<i>Don't Know</i> n/a
8.	Are there a sufficient number of public service points (checkout locations, info desk, librarians desks)? Comments:	<i>Extremely</i> 1 2 3	<i>Not at all</i> 4 5	<i>Don't Know</i> n/a
9.	Is it easy for you to maneuver in your branch library? Comments:	<i>Extremely</i> 1 2 3	<i>Not at all</i> 4 5	<i>Don't Know</i> n/a
10.	Do you feel safe in your branch library? Comments:	<i>Extremely</i> 1 2 3	<i>Not at all</i> 4 5	<i>Don't Know</i> n/a
11.	Is the general environment of your branch library comfortable (lighting, acoustics, temperature, and space)? Comments:	<i>Extremely</i> 1 2 3	<i>Not at all</i> 4 5	<i>Don't Know</i> n/a

5. Staff Interview Sessions

Interview sessions were held with each of the San Leandro Branch Managers as well as with Library administrators for Children's Services, Technical Services, Technology, Building Services, the Library Services Manager, and the Library Director. Interviews with administrative staff were held as a group interview session at the Main Library. Interviews with the Branch Managers were held at each of the Branch Libraries while the Library was closed to allow for a walk-through of the facility and discussion of both service and facility issues.

6. Presentations of the Study and Prototypical Design Elements

At the conclusion of the Master Planning effort, the project team held five public meetings which presented the details of the Master Plan, the prototypical design elements which will be present in all of the branch libraries,

and the conceptual design for the Manor Branch. These meetings were advertised in all of the Libraries as well as the San Leandro Times. In addition, everyone who had signed in for any of the previous public meetings and focus groups with their address/interest in receiving further information on the San Leandro Branch Libraries was notified by mail of the meetings. The meetings were held at all of the Branch Libraries and the Main Library in an effort to make attendance as convenient as possible for those interested.

7. Public Involvement with Manor Community Branch Library Design

In addition to the preliminary public input, the project team will continue to keep the community abreast of the project's progress throughout the design of the Manor Branch. The Libraries will be used to post updates and meeting announcements as the project proceeds. Also, the staff will have continued updates so they can answer patron questions regarding the project.

8. Liaison Committee Meetings

The City of San Leandro and the San Lorenzo and San Leandro Unified School Districts have maintained an ongoing relationship of collaboration by holding regular bi-monthly meetings to exchange educational ideas and discuss issues of mutual concern. There are two Liaison Committees, one with each of the School Districts; the committees are composed of three members of the San Leandro City Council and three members of each respective School District.

9. School Focus Groups

As a precursor to the Cooperative Agreement, the Library held meetings with representatives from each of the School Districts to discuss potential joint-venture projects. The potential projects identified in these meetings were: the E-Learning project in place in the San Lorenzo School District, the Community Based English Training program (CBET), and homework assistance involving student tutors from the Arroyo High School's Tech-Links and Teaching and Learning Academy.

After determining these potential projects, the Library held focus groups with teachers and coordinators and/or participants for each of the programs to explain what the Library and School District were trying to do and to learn more about the programs and the specific needs of the potential participants. These focus groups also lead to a better understanding of whether or not the particular programs were appropriate for such a joint-use venture and what was necessary to ensure that the programs at Manor Branch will be successful.

The focus group for the E-Learning program was held with the Corvallis Elementary School Principal and three of the four teachers involved with the E-Learning program. The focus group with Arroyo High School included the Principal, the coordinators of the Tech-Links Academy and the Teaching and Learning Academy, and several teachers on the curriculum committee. The focus group for the CBET program included the coordinator (as the interpreter) and 20 students currently participating in the CBET program, most of whom were native speakers of Spanish learning English as a second language. Three to four of these students currently used the Manor Branch, but all of the students live very close to the library and have children within the San Lorenzo School District.

COMMUNITY ANALYSIS

4. COMMUNITY ANALYSIS AND DISCUSSION

EXECUTIVE SUMMARY

The Project Management Team (PMT) – which included Library staff, the City’s Engineering Department, Kathryn Page Associates, and Group 4 Architecture, Research + Planning, Inc. – was responsible for the planning and design process for the new Manor Branch Library. The PMT solicited information from a variety of City and community agencies, departments and organizations that affect the library goals, objectives, and Library Plan of Service for the residents in the project service area.

Government Agencies

- San Leandro Community Library
- San Leandro Engineering & Transportation Department
- San Leandro Community Development Department
- San Leandro Economic Development Department
- San Leandro City Council
- San Leandro Board of Zoning Adjustments
- Association of Bay Area Governments (Resource for population)

The PMT identified each of these agencies as stakeholders in the process and asked for their participation in the planning process. Key personnel for each agency was identified during the process and each were asked to participate.

School Agencies

The Manor Branch Library serves over 6,000 students at four public elementary, one middle, and one high school, and three private schools. All of these schools have school libraries; however, none of the libraries are open after school hours. A survey of school libraries found that student need is after school hours at facilities, such as the Manor Library, as well as after-school programs, homework help, tutoring, and an after school homework center. Space accessible to students that is geographically close to the schools is vital, and the Manor Library and the Marina Community Center, which is not open on a walk-in basis, are the only public facilities in the vicinity. In addition, school libraries do not currently have adequate reference materials and Spanish and Asian family outreach materials. The City-School Liaison Committee also found a lack of homework assistance and adequate Internet access.

Community Organizations

Several community organizations are served by the Manor Branch Library, these include:

- Washington Manor Homeowners’ Association
- Floresta Homeowners’ Association
- Bonaire Homeowners’ Association
- Boy Scouts and Girl Scouts of America
- Washington Manor Baseball League
- Washington Manor Swim League
- San Leandro Tennis Club

These organizations need meeting space as well as other workshops, information sessions, and programs.

Demographics

Several factors have affected the population of both the City of San Leandro and the Manor Branch Service Area over the past ten years, and many of these trends are expected to continue into the future. Although the city limits have not expanded, and are not expected to, the City has far exceeded expectations regarding growth. The City is experiencing infill development as some areas of older industrial uses become obsolete and are redeveloped as housing, as well as new development in some previously undeveloped parts of the City. The City is expected to continue this trend that (although it makes provision of public services easier geographically) will increase the need for higher service levels at the community facilities to accommodate this larger population.

Changes to the population profile are occurring as well. Increases in population among both the older and younger segments of the community have occurred. According to the 2000 census the City has a much higher proportion of residents who are 65 or older—16%—compared to Alameda County—10%. Additionally, 11% of the City's population is now between the ages of 10 and 19, an increase of 41% since the 1990 census. The growth rate for the City of San Leandro as a whole as well as the Manor service area was far above what was projected by the Association of Bay Area Governments (ABAG). ABAG had projected a 2000 population for San Leandro of 70,177, with a 12% increase over a ten-year period, while the U.S. Census tallied the population at 80,713, or a 16.5% growth rate over those same ten years. And while the service area's student population has increased 60% since 1989, library services have not noticeably changed in this same time frame due to lack of space in the current facility.

Although literacy rates for the service area were not available, citywide data indicate that 1 out of 5 San Leandro residents are at or below the 9th grade reading level; making literacy a high priority for the residents of San Leandro. California Academic Performance Index (API) results for schools in the Manor Library service area indicate that some are not meeting annual growth targets.

Economic indicators place the Manor Branch service area behind other areas of the City. Poverty levels are greater than the City as a whole for most age groups, and especially for the area's oldest population. The Manor Service Area is comparable in most sectors of employment to State and National levels, but with a lower percentage of workers in the specialty occupations and executive-level occupations. The service area has a higher level of administrative support occupations than county, state, and nation-wide figures.

COMMUNITY ANALYSIS

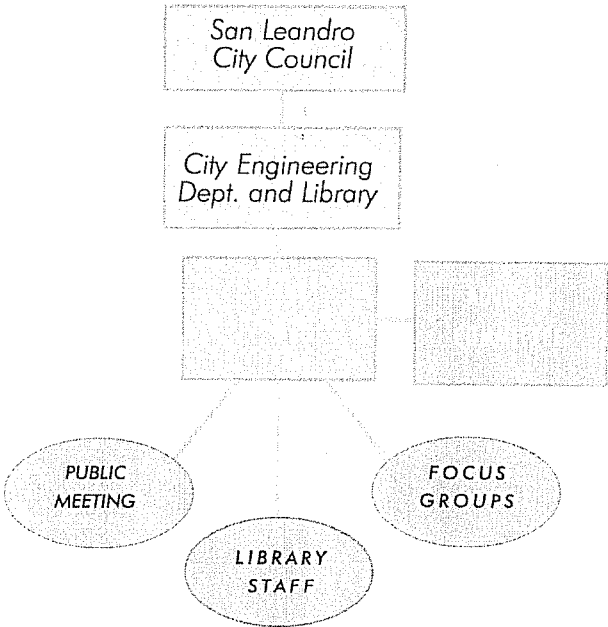
The core Project Management Team (PMT) for the planning and design process consisted of the Library, the City’s Engineering department, and consultants Group 4 Architecture, Research + Planning, Inc., and Kathryn Page Associates. This group was responsible for all aspects of the project: information gathering, community participation, planning and strategic visioning, programming and design, and presentations to City and the community as well as outreach to other groups and individuals. The project team worked with a variety of different city and community agencies, departments, and organizations. The following is a description of these various groups and their role in the project.

A. Governmental Agencies

Many governmental agencies contributed to the planning and design process for the Manor Branch, and will continue to do so throughout its design and construction:

- *San Leandro Community Library*
- *San Leandro Engineering & Transportation Department*
- *San Leandro Community Development Department*
- *San Leandro Economic Development Department*
- *San Leandro City Council*
- *San Leandro Board of Zoning Adjustments*
- *Association of Bay Area Governments (Resource for population)*

San Leandro Library Branch Facilities



1. San Leandro Community Library

Several divisions of the San Leandro Library and City played vital roles in the planning and design process. The process involved not only library staff but also public representation through the Library-Historical Commission.

Project Management

The Library Director served as the Library's lead member of the Project Management Team and, as described above, oversaw every aspect of the project in both planning and design phases with the PMT members from the City, and will continue this role through construction and operation. In addition, the Library Services Manager and Support Services Manager assisted the project management team at appropriate times to support various efforts, such as community participation and technical aspects such as programming and design.

Library Staff

Library staff played a major role in several areas of the project, from community outreach and to providing in-depth knowledge of library facility and service needs. Interviews with all of the branch managers, the library's technical librarian, children's librarian, and support services manager identified numerous deficiencies with existing branch library facilities that prevent them from effectively delivering library services to the public, such as lack of space for programs and activities, poorly configured services areas, and crowded work spaces. Continued work with these library staff throughout the design process will ensure that not only is the most accurate and to-date information on the community and branch library needs used but also to ensure that the design of the new facility will meet the staff needs and library operations as well as public activities.

Library staff were also critical in ensuring that ongoing cooperation with schools will continue to be a success. Both the Library Director and Library Service Manager have taken lead roles in meeting with school representatives--district administrators, principals, teachers, program coordinators, etc.--to gather information and strategies with the various schools and programs involved in these joint ventures. Both of these staff members will be responsible for the cooperative agreement. This ongoing relationship will be maintained throughout the library's operation by these people.

The following staff have been involved in the planning and design of the Manor Community Branch Library:

- *David Bohne, Library Director*

The Library Director played a critical role in guiding the process through his role on the Project Management Team. As the head of the library system, he played a pivotal role in guidance on community information, strategic visioning, city policy, project direction, design review, and cooperative work with schools. He was also responsible for project presentations to City officials, various organizations, and Library staff to

ensure that staff was informed and that the public had knowledge of and input into the project throughout the process.

In addition, David Bohne has taken the lead role in maintaining and strengthening a relationship with the City's two school districts. He is a member of the City-School Liaison Committee and works within this committee to strategize and coordinate closely with schools to serve the community's students. He played the lead role in pursuing potential partnerships with district leadership and school personnel through strategy sessions as well as focus groups and outreach to schools. He will also play a lead role in shaping the cooperative agreements and ensuring they are a successful venture.

- *Nancy Fong, Library Services Manager*

The Library Services Manager plays a critical role in daily operation of all San Leandro Public Libraries. In this role, she has been involved with strategic visioning and planning efforts as well as community and school participation efforts. Nancy Fong has played a critical role in developing cooperative programs with schools by performing focus groups and participating in strategy sessions. She will also be a lead participant in shaping the initial cooperative agreements and will continue to ensure that joint-venture programs will be a success both as a strategic partnership and as a community service.

- *Mary Litvinchuk, Manor Branch Manager,*

The Manor Branch Manager was integral since the inception of the project. Mary Litvinchuk has been manager of, and only full-time employee at, the Manor Branch for six years and has intimate knowledge of both the community and the facility. She was interviewed regarding all aspects of the current facility and patrons and strategized about potential visions for the new facility. She assisted in both the facility and functional analysis of the current facility as well as coordinating community participation--surveys, interviews, public meetings, and focus groups--during the information gathering process. She was also integral in reviewing the building program for the new facility to ensure that the needs of her current patrons and the entire Service Area were addressed.

- *Theresa Mallon, Technical Services Librarian*

The Technical Services Librarian manages the Library's technical services; as such she helped to vision and plan Manor's operational needs to ensure that the library will be implementing an operational model that both fits the Library's overall operation and is the most efficient and customer friendly as possible. For instance, the Manor Branch will use "self check-out" machines (currently only the Main Library has these) so that customers may have additional privacy and added speed and service during busy hours as well as allowing the Library to operate with few staff or with more staff serving customers instead of handling books.

The Technical Services Librarian reviewed the building program during

the programming phase to ensure that operational procedures would be as efficient as possible, and will continue to oversee technical development of the Manor Branch throughout design, construction, and operation.

- *Penny Peck, Senior Librarian*

The Library's Senior Librarian is responsible for all children's programming and materials at both the Main Library and the branches. In this role, the Senior Librarian played a lead role in evaluating existing and needed programming and materials during the strategic visioning and planning process for the branch library system.

- *Barbara Hutchins/Cindy Brown, Support Services Manager*

The Support Services Manager assists the Library Director in both service and facility issues. This staff member has in-depth knowledge of library facility issues. In addition, Cindy Brown was the Manor Branch Manager for 13 years, and was able to offer additional insight into community and facility needs during the building programming and the design process.

- *Sue Belchik, South Library Branch Manager*

- *Lois Jessee, Mulford-Marina Library Branch Manager*

As branch managers of the other two branch libraries in the San Leandro Library system, these two staff members were interviewed regarding not only their own facilities, but also the surrounding community. This assisted the project team in envisioning the overall system as well as the specific branch library needs and how these libraries can work as a system to support one another, and identifying overlap between the branch libraries that allowed the project team to design a branch library master plan that meets the needs of the entire community as completely and as efficiently as possible.

Library-Historical Commission

The Library/Historical Commission acted as the Advisory Committee for both the Master Plan and the Manor Branch Design process. As representatives of the community, their role was to confirm findings of the Project Management Team (PMT), and to offer guidance on topics for review and examination by the PMT. They will continue to review design of the library facility as it develops. The PMT and the Library Director give regular updates to the Library/Historical Commission during their regular meetings; the project team held presentation/strategy sessions throughout the planning process, and the Library Director presents work and updates at the Commission's meetings.

During the early planning process, the Library/Historical Commission advised the PMT on community participation by confirming potential focus groups and participants, and reviewing the project teams' analysis of existing facilities and

services. During the programming phase, the Commission reviewed existing library service levels and proposed guideline ranges and provided feedback to the Library Programmer. They then approved the recommended library service guidelines. During site selection, the Commission discussed and approved site evaluation criteria that they then used to evaluate potential sites which were brought to them by the PMT or raised by themselves. The Commission also reviewed preliminary project budgets before the projects were brought before the City Council for acceptance. In addition to this formal work, many of these members participated in the planning process outside of Commission meetings by attending public meetings to gauge the public concerns and support.

The project team will present the conceptual/schematic design to the Commission before submitting the design to the planning department, and will maintain an ongoing relationship with the Commission throughout the design process.

Members of the Library-Historical Commission are:

- *Donna Reed, Chair*
- *Susan Kleebauer, Commissioner*
- *Arnold Mew, Commissioner*
- *Caryl Ann Symons, Commissioner*
- *Alban Cayere, Commissioner*
- *Denise Bownds Kaplan, Commissioner*
- *Ernest Low, Commissioner*

2. San Leandro Engineering and Transportation Department

The Engineering Division of the Engineering and Transportation Department oversees all public studies and construction projects for the City. As such, this department had two staff members on the Project Management Team (PMT) and they participated in every aspect of the project in both planning and design phases. They will continue in this role through construction and operation. In addition, the City Engineer provided guidance and assistance to the project management team regarding project direction as well as presentations. Engineering and Transportation staff who are key to the project include:

- *Ken Joseph, City Engineer*

As City Engineer, Ken Joseph provided project guidance and assistance through the PMT concerning planning methodology, community participation, city policy and information, and design needs. He was responsible for strategic planning and work throughout the planning process as well as throughout the design and evaluation phase. Ken Joseph will be a core member of the project team throughout planning, design, and construction of the new library.

- *Austine Osakwe, Associate Engineer and Project Manager*

As the Project Manager for the City, Austine Osakwe played a key role in all aspects of the project, provided project guidance and assistance through the PMT concerning planning methodology, community participation, city policy and information, and design needs. In addition, as project manager, Austine Osakwe will be responsible for project administration and progress. He will be a core part of the project team throughout planning, design, and construction of the new library.

- *Uche Udemezue, Director of Engineering and Transportation*

The Director of Engineering and Transportation provides guidance regarding city policy and project direction as well as acting as a liaison to the City Manager throughout the planning process. He will continue to provide oversight during the design and construction process.

3. San Leandro Community Development Department

The Community Department was integral in assisting the project team during both the planning and design phases of the project. The Department participated in strategy sessions and assisted in identifying potential sites for future library expansion and/or construction during the planning process and contributed intimate knowledge of the City's future planning efforts and current conditions to ensure that the library planning process was consistent and supportive of the City's General Plan and revitalization and planning efforts.

During the design phases, the project team has been meeting with the Community Development staff to ensure that the project design meets both the City's community needs and planning and design regulations. The project team will be working with this department throughout the design, permitting, and construction process to ensure the project is a successful building and community resource.

Key personnel in Community Development Department include:

- *Debbie Pollart, Planner*

As a senior planner for the City of San Leandro, Debbie Pollart had significant involvement in evaluating service areas and existing library locations as well as identifying and preliminary evaluation of potential library sites. Debbie Pollart is also the staff member who administers all environmental documentation. As such she was also responsible for CEQA documentation for the Manor Branch.

During the design phases of the project, she assisted the project team with the City's zoning and design standards and regulations to ensure that the project complied with necessary regulations and community standards. This is particularly important for San Leandro as the City, unlike many other cities, submits itself to its own zoning code. She will con-

tinue to advise the project team throughout design and permitting of the Manor Branch project.

- *Elmer Penaranda, Planner*
Elmer Penaranda assisted Debbie Pollart and the project team with planning and zoning issues throughout the initial design phases. He will continue to assist the project team throughout the design and permitting of the Manor Branch, including review of the planning submittal documents.

4. San Leandro Economic Development Department

The Economic Department was integral in assisting the project team in identifying potential sites for future library expansions during the planning process. The PMT met with Luke Sims, Economic Development Manager, to determine areas the City was currently trying to revitalize as well as potential properties, both publicly and privately owned, that were available.

This department was also an important resource for information on development costs and trends in the community, which was used in the site selection phase of the project.

- *Luke Sims, Economic Development Manager*
As the City’s Economic Development Manager, Luke Sims was the major liaison from this department with the project team.

5. San Leandro City Manager

San Leandro’s City Manager’s provided guidance regarding long-term city policy and planning that affected planning efforts for the Library.

- *John Jermanis, City Manager*
The City Manager acted as a liaison between City Councilmembers and the project team and provided overall direction regarding city policy and priorities.

5. San Leandro City Council

San Leandro’s City Council has assumed leadership for the San Leandro Library’s efforts to improve branch libraries and services to its residents, with the knowledge and understanding that the Main Library is not conveniently accessible to all neighborhoods in the City. The City Council was responsible for providing funding and support for the study as well as reviewing the project’s progress at key points in both the planning and design phases. The City Council approved the Branch Library Master Plan and reviewed initial prototypical design elements as well as the zoning approval for the project. The Council will also approve both the capital and operating budget funding requirements for the project as well as the Proposition 14 application.

In addition to participation and approval at these key points, the City's Facilities Committee, a subcommittee of the Council composed of three City Council Members performed preliminary review and discussion with the project team during both the planning and design phases of the project. This role will continue throughout the design process.

The City Council has also been extremely supportive of cooperation between the City and both of the School Districts that serve its students. The Council recently placed top priority on joint-partnership efforts with the School Districts, and held full-day workshops in the fall of 2001 with each of the School Districts to strategically plan and strengthen this relationship and partnering opportunities.

The Liaison Committee has three City Council members as well as three School District representatives from each School District. As described in Chapter 3, this committee began four years ago. This committee will lead efforts for cooperative programs and cooperative agreements. The City Council will be responsible for approval of the initial and all future City-School cooperative agreements.

City Council Members are:

- *Sheila Young, Mayor; Facilities Committee member, Liaison Committee member*
- *Bob Glaze, Vice Mayor, Facilities Committee member, Liaison Committee member*
- *Orval Badger, Councilmember*
- *Surlene G. Grant, Councilmember, Facilities Committee member*
- *Garry A. Loeffler, Councilmember, Liaison Committee member*
- *Glenda Nardine, Councilmember*
- *Anthony B. Santos, Councilmember*

B. School Agencies

The Manor Branch serves over 6,000 students as of 2002 at six public schools and three private schools. Public schools include four elementary, one middle, and one high school, while the private schools include one elementary and two K-12 schools. All of these schools have school libraries; however, none is open after school hours, and many do not have the extent of resources required to fully support education. As a result, students rely on the Manor Branch for a place to study as well as access resources; the vital role this Library plays as a resource for the area's students is evidenced by the number of students in the facility and crowded conditions at the Manor Branch during after-school hours as the library fills to--and beyond--its current capacity.

A survey of school libraries found that students need after school hours at branches, after-school programs, homework help, tutoring, and an after school homework center. Space accessible to students that is geographically

COMMUNITY ANALYSIS

close to the schools is vital, and the Manor Branch and the Marina Community Center, which is not open on a walk-in basis, are the only public facilities in the vicinity.

In addition to after-school space needs, school libraries do not currently have adequate reference materials and Spanish and Asian (especially Cantonese and Vietnamese) family outreach materials. The Manor Branch plan of service will address these needs.

The City-School Liaison Committee also found that the City's schools lacked afterschool homework assistance, adequate library collections and afterschool hours, and adequate internet access and computers for students doing homework.

Online resources provided through San Leandro Library in schools as well as the Library (however, at Manor there are only four computers available for all patrons to access these resources).

In addition to these traditional schools, the San Lorenzo School District also provides an English Language immersion program to parents of its students. The Community Based English Language Tutoring (CBET) Program currently serves 25-30 adult students at the Royal Sunset High School, many of whom live close to the Manor Branch. The program has a waiting list due to lack of space for additional programs. In addition to space for additional programs, the CBET program currently has access to computers for training students and once a week at San Lorenzo Adult School.

Manor Service Area Schools

School	Grade Levels	Enrollment (2002)	Projected Enrollment (2020)	School Library	# of Students per Computer
<i>Public Schools:</i>					
Monroe Elementary	K-5	498	n/a	Yes	14.2
Corvallis Elementary	K-5	718	939	Yes	10.9
Dayton Elementary	K-5	558	729	Yes	11.3
Madison Elementary	K-5	323	n/a	Yes	5.8
Washington Manor Middle	6-8	878	1,148	Yes	9.4
Arroyo High School	9-12	1,702	2,225	Yes	10.3
<i>Private Schools:</i>					
Chinese Christian	K-12	880	880	Yes	7.3
Community Christian	K-12	256	n/a	Yes	8.5
St. Felicitas	K-6	280	n/a	Yes	3.5
<i>Total Enrollment:</i>		6093	7267		
"Fact Book 2002," California Department of Education, 2002, San Lorenzo and San Leandro Unified School Districts, and private schools listed.					

C. Community Organizations

Several community organizations are served by the Manor Community Branch Library. These include:

- *Washington Manor Homeowner's Association*
- *Floresta Homeowner's Association*
- *Bonaire Homeowner's Association*
- *Boy Scouts & Girl Scouts*
- *Washington Manor Baseball League*
- *Washington Manor Swim League*
- *San Leandro Tennis Club*

These organizations all need spaces to hold meetings, as well as other workshops, information sessions, and programs.

D. Demographics

1. Population Characteristics

Several factors have affected the population of both the City of San Leandro

COMMUNITY ANALYSIS

and the Manor Branch Service Area over the past ten years, and many of these trends are expected to continue into the future. Although the city limits have not expanded, and are not expected to, the City has far exceeded expectations regarding growth. The City is experiencing infill development as some areas of older industrial uses become obsolete and are redeveloped as housing, as well as new development in some previously undeveloped parts of the City. The City is expected to continue this trend which (although it makes provision of public services easier geographically) will increase the need for higher service levels at the community facilities to accommodate this larger population.

In addition to development, the City is experiencing changes in the population profile as well. As described further in this section, growth in two segments of the City, older and younger residents, has increased significantly. The City has a much higher proportion of residents who are 65 or older--16%--compared to Alameda County--10%. As the population continues to age, attrition has occurred with younger families moving into the city as housing previously owned by the older population becomes available. This trend is indicated by the 2000 Census, which reported that 11% of the City's population was between the ages of 10 and 19; this is a 41% increase in just ten years. In comparison, while 13.5% of the State's population was in this age group in 1990, in 2000 this population group had shrunk to 12% of the State's population. This means that, while San Leandro is serving more and more school-aged students, other areas of the State may be serving less school-aged students.

The large increase in the Manor Service Area's student population--over 2,000 students since 1989--has drastically affected the schools. One public and one private school have been added since 1990, with all other schools in the Service Area increasing by between 117 to 558 students, with all schools experiencing a minimum growth rate of 1.5% per year. This growth rate in enrollment of 1.5% per year is projected to continue for all four San Lorenzo Schools (the two private schools are now at capacity and Monroe did not have projections available). While the Service Area's student population has increased over 50% since the 1980s, library services have not noticeably changed in this same time frame due to lack of space in the current facility. This means that a larger number of students are vying for the same number of materials and resources. The Manor Community Branch Library Plan of Service must address both the service and facility needs for this increasing youth population.

The growth rate for the City of San Leandro as a whole as well as the Manor Service area was far above what was projected by the Association of Bay Area Governments (ABAG). ABAG had projected a 2000 population for San Leandro of 70,177, with a 12% increase over a ten year period, while the U.S. Census tallied the population at 80,713, or a 16.5% growth rate over those same ten years. While ABAG has not released new projections based on the 2000 Census, it has given preliminary revised projections for the area served by Manor Branch which estimates a growth for 2020 of another 1,500 residents for a total Service Area population of approximately 29,500 people. (These corrected projections have an expected release date of late June or

early July 2002.) This projection is expected to be much more accurate than the previously released data set, which had the Manor Service Area population growing at such a slow rate that the projected 2020 population had already been exceeded in the 2000 Census.

While the Manor Branch Service Area grew less than 1% from 1980 to 1990, the 1990-2000 growth rate was 19% due to both new and infill development. The new ABAG projections will have the growth rate for the area at about 5% over the next twenty years. The combination of significant land available for new development in the southwest portion of the Service Area as well as continued infill development and demographic changes that are introducing younger families (as well as producing a large elderly population) are all contributing factors to this growth.

2. Data unavailable for the Manor Service Area

Service Area statistics were unavailable for the Literacy Rate statistics and the Unemployment Statistics (except for 1990) requested in the Bond Act Regulations. City-wide data was used for these statistics:

Literacy Rate

Adult Literacy Estimate	City of San Leandro	California	U.S.
Proficiency Estimate	271	266	n/a
Percent at Level 1	20	24	n/a
Percent at Level 1 or 2	45	46	n/a

Source: Portland State University, 1996, as presented by Casas (Comprehensive Adult Student Assessment System), 2002.

With one out of five San Leandro residents at or below the 9th grade level reading level (Level 1), literacy is a major priority for San Leandro. Citywide, the San Leandro Library sponsors Project Literacy, which matches over 250 English-speaking adult learners with tutors for individual instruction, with 20 to 30 people on the wait list at any given time. The target population for this program has an average literacy level at the 4th grade or lower reading level and are parents with families. Literacy training occurs throughout the community, at the Main Library, at Head Start locations, banks, and other community services that have facilities for one-on-one tutoring to meet. Offering these services throughout the community, and at places accessible by non-automotive forms of transportation, makes these services more accessible to the target population. While tutoring can currently take place at one of the two open tables in the Manor Branch, the Library's lack of adequate tables and private study spaces means that this

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tutoring must take place in the middle of the library and does not offer the privacy often desired by adults in the program.

This literacy program does not offer tutoring for non-English speakers or for youth, which are also a great need in the Community. The San Lorenzo School District and San Leandro School District currently run a Community Based English Language Tutoring (CBET) program for non-English speaking residents, which takes place in Hayward and San Leandro. Once these students have at least a 3rd grade English proficiency level, they can take advantage of the Project Literacy service. Although the program needs more places to offer the classes and more access to technology for these students, the Manor Branch does not have the programming space or the technology needed by the class.

Unemployment Rate

Unemployment Rate	Manor Service Area	City of San Leandro	California	U.S.
1990	4.9%	3.5%	5.8%	5.6%
1991		4.6%	7.7%	6.8%
1992		5.6%	9.3%	7.5%
1993		5.7%	9.4%	6.9%
1994		5.3%	8.6%	6.1%
1995		5.1%	7.8%	5.6%
1996		4.4%	7.2%	5.4%
1997		3.9%	6.3%	4.9%
1998		3.6%	5.9%	4.5%
1999		3.0%	4.2%	4.2%
2000		2.6%	4.9%	4.0%
2001		3.9%	5.3%	4.8%

Source: State of California 2002, Employment Development Department and U.S. Department of Labor, 2002

The unemployment rate in 1990 for the Manor Service Area and the City of San Leandro and for 1991-2001 for the City was less than both California and the U.S. unemployment rates. However, the unemployment rate in 1990 was comparatively high compared to the City of San Leandro as a whole. This statistics could be related to a number of different factors, such as education levels and occupation. Although the statistics do not necessarily correlate with a need for career services, the Manor Branch plan of service should concentrate on services which improve related statistics that may be contributing factors, such as traditional educational support (schools) as well as literacy and continuing education programs.

3. Demographic Data and Analysis

California Academic Performance Index

School Type for 2000 API (Base)	Statewide Mean 2001 API	STAR 2001 API (Growth)	2000 API (Base)	2000- 2001 Target Growth	2000- 2001 Actual Growth	Met Growth Target Comparable School- wide Improve- ment (CI)	Both Schoolwide and CI	Awards Eligible
Schools in Main Service Area								
Elementary Schools	691							
Monroe Elementary		722	714	4	8	Yes	No	No
Corvallis Elementary		716	679	6	37	Yes	Yes	Yes
Dayton Elementary		708	676	6	32	Yes	No	No
Madison Elementary		755	710	5	45	Yes	Yes	Yes
Middle Schools	668							
Washington Manor Middle		731	718	4	13	Yes	Yes	Yes
High Schools	637							
Arroyo High School		656	645	8	11	Yes	Yes	Yes

Source: California Department of Education, 2001

Although all of the schools that Manor Branch serves have made progress towards the State's goal of an API level of 800, none of these schools have actually met this goal. Corvallis and Dayton Elementary Schools have made the most progress, moving from below to above the State Average API of 691 (for elementary schools). Although all schools have improved overall, two of the elementary schools did not meet the Comparable Improvement Target, which indexes whether all numerically significant ethnic or socioeconomically disadvantaged subgroups of students have made targeted improvements. This suggests that some at-risk populations may not be getting the extra help they need.

Indeed, interviews with teachers at Corvallis School (3/20/02) indicated that there are a number of at-risk students who, because they did not meet the requirements for the "most" need as "Red Zone" students (students with both poor grades and test levels at the 25th percentile or lower), they do not qualify for the academic assistance programs currently available. The available programs have extremely limited space and are not available in the Manor Service Area. The main program for such students is the Step-Up program, which serves only grades 2-5, and is held on the opposite side of the City. The need and desire for these programs far surpasses the space available in existing programs; they are either limited to Red Zone students or, if they are open enrollment, space is generally filled quickly, often by students who have active parents and are less likely to be at-risk.

Teachers expressed a need to have additional programs based on teacher recommendations for these Yellow Zone (students slightly above the 25th percentile but at-risk for dropping to the Red Zone level) at-risk youth to ensure that

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they are able to get into these programs, since many of these students lack the parental support.

The Manor Branch, as the main educational resource outside of the schools, needs to be an important resource for its students. Library and school strategizing and cooperation is vital in assisting these at-risk as well as the student population in general in approving these scores and the overall educational services offered to students.

Poverty Rate

Income in 1989 below poverty level:	Manor Service Area	City of San Leandro	California	U.S.
Under 5 years	5.9%	5.2%	19.0%	20.1%
5 years	7.8%	9.4%	19.3%	19.7%
6 to 11 years	6.3%	5.6%	18.3%	18.3%
12 to 17 years	5.1%	7.0%	17.1%	16.3%
18 to 24 years	5.7%	5.9%	19.4%	19.4%
25 to 34 years	5.2%	4.1%	11.7%	11.5%
35 to 44 years	3.6%	4.4%	8.8%	8.6%
45 to 54 years	3.8%	3.2%	6.8%	7.5%
55 to 59 years	4.7%	4.0%	6.8%	8.6%
60 to 64 years	3.7%	5.0%	7.6%	9.9%
65 to 74 years	4.3%	4.0%	6.5%	10.4%
75 years and over	12.0%	9.1%	9.5%	16.5%
Total pop. with income in 1989 below poverty level	5.1%	5.0%	12.5%	13.1%

Source: 1990 Census, U.S. Census Bureau

While the poverty rate for all of San Leandro is less than that for the state and nation, Manor Branch's poverty levels are slightly higher than for the overall City for most age groups. The poverty rate for Manor's Service Area for the area's oldest population is significantly higher than both the City and the State's poverty rate. Since poverty levels are set based on federally set levels of income, the greater cost of living in the Bay Area and San Leandro are not accounted for in these statistics, and, although the percentage of people earning less than the federal income levels is relatively low compared to State and National statistics, those just about the poverty level are greatly affected by

Seniors, as well as single mothers, are disproportionately affected by poverty in San Leandro and the Manor Service Area. In 1989, almost a third more elderly were living in poverty in the Manor Service Area compared to the

rest of the City and State. In addition, 70% of all San Leandro seniors spent more than 30% of their incomes on housing. As the population of San Leandro continues to age, the total number of seniors living below the poverty level will increase. As a large portion of Manor Branch's current patrons are seniors, this Library must continue to be accessible to seniors and to offer materials and services which accommodate their interests and needs (i.e. collection types, large print books, etc.). Manor Branch's current location is well-located vis-a-vis public transportation or walking from the surrounding neighborhood (over half of Manor patrons aged 65 or older walked to the library in the patron Survey done in 2001). Accessibility by these means is especially important for seniors living in poverty because of the often greater reliance on these modes as their only modes of transit.

According to the 2000 Census, fifteen percent of single mothers with children aged 18 and under in San Leandro live below the poverty level (2000 Census). As the Manor Service Area has a higher proportion of people living in poverty in almost every age group, this demographic is most likely applicable to Manor as well, which indicates a need for service provision to this group. Support for both these mothers' continued education as well as their children is vital to break the cycle of poverty.

Per Capita Income

Manor Service Area	City of San Leandro	California	U.S.
\$ 16,831	\$ 17,563	\$ 16,409	\$ 14,420

Source: 1990 Census, U.S. Census Bureau

Although Manor Service Area has a slightly higher per capita income than California, the cost of living in the Bay Area is much higher than both the State and the U.S. The mean projected income for City of San Leandro according to the Association of Bay Area Government's (ABAG) Projections 2000 was 15% below the Alameda County median (the per capita income of Manor Service Area was below the City's in 1990, therefore the Manor Service Area is most likely at or below this level).

The high cost of living relative to income means that families in San Leandro do not have as much disposable income for items such as home computers. In the survey done of Manor Patrons as part of the Library Master Plan, only about half of respondents had access to a computer outside of the Library. The Manor Branch is therefore an important public resource for those that cannot afford to purchase home computers or lack the income to spend on other electronic and traditional sources of learning materials such as books.

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Literacy Rate

Discussed in Section 2, pp.33-34.

Unemployment Rate

Discussed in Section 2, pp. 34.

Population Composition by Age

Age	% of Manor Service Area	% California	% U.S.
0-4 years	5.7%	7.3%	6.8%
5-9 years	6.5%	8.0%	7.3%
10-14 years	6.3%	7.6%	8.3%
15-19 years	6.1%	7.2%	7.2%
20-24 years	5.8%	7.0%	6.7%
25 to 29 years	7.0%	7.5%	6.9%
30 to 34 years	7.6%	7.9%	7.3%
35 to 39 years	8.1%	8.3%	8.1%
40 to 44 years	7.9%	7.9%	8.0%
45 to 49 years	6.9%	6.9%	7.1%
50 to 54 years	6.2%	5.9%	6.2%
55 to 59 years	4.3%	4.3%	4.8%
60 to 64 years	3.8%	3.4%	3.8%
65 to 69 years	4.3%	2.9%	3.4%
70 to 74 years	4.9%	2.7%	3.1%
75 to 79 years	4.2%	2.3%	2.6%
80 to 84 years	2.7%	1.5%	1.8%
85 to 89 years	1.3%	0.8%	1.0%
90 years and over	0.5%	0.4%	0.5%

Source: 2000 Census, U.S. Census Bureau

San Leandro and the Manor Service Area has a larger percentage of elderly than both Statewide and Nationally. As a large user group of libraries in general and of San Leandro Libraries, the provision of services and materials for this age group should be a high priority for the Manor Branch.

As described early in this chapter, the City's (and Manor's) growth in two segments of the City, older and younger residents, has increased significantly. The elderly population is on a slight decline, from 19 to 16% between 1990-2000, but is also growing older and more frail--the City experienced a 53% growth in frail elderly (85+) in the same time period. As this large elderly population continues to age, attrition occurring with younger families moving

into the city as housing occupied by the older population becomes available. Household size is also increased at a much slower rate than population, indicating larger families. Eleven percent of the Manor Service Areas and the City's population is now between the ages of 10 and 19; this is a 41% increase in just ten years for this age group.

Although Manor Service Area had a lower percentage of youth compared to State and National statistics, this large *increase* in youth in the Manor Area is having a profound impact on the City's and Service Area's schools, as indicated by the increases in enrollment for Manor Service Area schools--from approximately 3,500 in 1989 to just over 6,000 in 2002. This growth in enrollment--equivalent to 1.5% growth per year--is expected to continue through 2020, with a projected increase for the San Lorenzo Unified School District (San Leandro Unified School District projections unavailable) for an increase of over 1,000 additional students served by the Manor Branch by 2020. Given both this large increase and the significance of libraries for this age group, youth services should be a major priority for the Manor Branch in its provision of services.

Population by Occupation

Occupation: Persons over 16 years of age	% Manor Service Area	% San Leandro	% Alameda County	% California	% U.S.
Managerial and professional specialty occupations:					
Executive, administrative, and managerial occupations	13.0%	11.5%	15.1%	13.9%	12.3%
Professional specialty occupations	8.7%	9.2%	17.1%	14.7%	14.1%
Technical, sales, and administrative support occupations:					
Technicians and related support occupations	5.0%	4.1%	5.0%	3.8%	3.7%
Sales occupations	11.2%	11.6%	11.3%	12.1%	11.8%
Administrative support occupations, including clerical	23.0%	21.3%	17.9%	16.6%	16.3%
Service occupations:					
Private household occupations	0.1%	0.2%	0.4%	0.7%	0.5%
Protective service occupations	2.1%	2.0%	1.6%	1.7%	1.7%
Service occupations, except protective and household	8.3%	8.3%	9.0%	10.0%	11.0%
Farming, forestry, and fishing occupations	0.5%	1.3%	1.0%	2.7%	2.5%
Precision production, craft, and repair occupations	13.9%	15.4%	10.1%	11.1%	11.3%
Operators, fabricators, and laborers:					
Machine operators, assemblers and inspectors	5.3%	5.4%	4.8%	5.7%	6.8%
Transportation and material moving occupations	4.2%	5.0%	3.4%	3.4%	4.1%
Handlers, equipment cleaners, helpers, and laborers	4.8%	4.7%	3.4%	3.7%	3.9%
<i>Source: 1990 Census, U.S. Census Bureau</i>					

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The Manor Service Area is comparable in most sectors of employment to State and National levels, but with a lower percentage of workers in the specialty occupations and, compared to Alameda County executive level occupations. The area has a higher level of administrative support occupations than County-, State-, and Nationwide. These two discrepancies may indicate a need to provide materials and educational support for those wishing to enter executive, professional, and specialty occupations, which typically have a higher pay rate than other occupations. The Manor Branch may also need to include a higher number of materials appropriate to the larger proportion of administrative support workers living in this area.

Median Property Value

Median Property Value	Manor Service Area	City of San Leandro	Alameda County	California	U.S.
1990	\$ 156,780	\$ 193,500	\$225,300	\$ 194,300	\$ 79,100

Source: 1990 Census, U.S. Census Bureau

The Median Property Value within the Manor Service Area is below that of California in 1990 and was one of the more affordable places to find housing in the Bay Area. However, housing prices throughout San Leandro have increased drastically since this time, and the affordability of housing has decreased significantly. Between 1999 and 2001 alone, San Leandro experienced a 58.8% increase in the median price of single-family homes, up to \$309,000. This increase was the fifth highest in the County, producing a decrease in relative affordability in San Leandro as well as increasing the affordability gap. Currently, the affordable purchase price for a 4-person moderate-income household is approximately \$275,000—\$60,000 less than the median home price (City of San Leandro, *Housing Element Update: Needs Assessment*, January 2002).

Still, the Manor Service Area remains more affordable than much of both the Bay Area and the rest of the City of San Leandro, making it an attractive place to low and moderate income people. Therefore, the Manor Branch is and will continue to be important to those portions of the population most in need of public services offered by the Library through access to computers, books and other materials as well as the youth and continuing learning programs offered by the Library.

Population by Education Level

Education Attainment (Age 25 and over)	% of Manor Service Area	% San Leandro	% California	% U.S.
Less than 9th Grade	6.3%	7.3%	11.2%	10.4%
9th to 12th grade, no diploma	15.0%	13.2%	12.6%	14.4%
High school graduate	34.7%	32.2%	22.3%	30.0%
Some college, no degree	22.7%	22.9%	22.6%	18.7%
Associate degree	7.7%	7.4%	7.9%	6.2%
Bachelor's degree	9.8%	12.1%	15.3%	13.1%
Graduate or professional degree	3.7%	4.8%	8.1%	7.2%

Source: 1990 U.S. Census Bureau

The Manor Service Area has a lower proportion of residents earning less than a high school diploma, but also has a lower proportion of residents holding higher education degrees than both statewide and nationally. With 21% of Manor's residents aged 25 years or older not having completed high school, continuing educational services such as the City's Project Literacy and the San Lorenzo Unified School District's CBET English Tutoring for adults, are very important to offer at the Manor Branch and should be an important part of this Branch's Plan of Service. The accommodation of these activities in the design of the new facility is very important; there should be spaces for smaller tutoring sessions as well as larger classes such as the CBET classes. The Plan of Service for this area will include materials to support these educational needs. Although the Manor Branch will carry a wide variety of materials for the various interests of patrons, either permanently at the Branch or available through the Main Library's collection, the Manor Branch's adult services should have sufficient collections and programs on the needs of residents both without a high school diploma and for those with a high school diploma who may be seeking higher education.

Population by Ethnicity

Population by Race	% Manor Service Area	% City of San Leandro	% California	% U.S.
White	42%	42%	47%	69%
Hispanic	17%	20%	32%	13%
Asian & Pacific Islander	30%	24%	11%	4%
Black	6%	10%	6%	12%
All Other Races	4%	4%	3%	3%
Total Population	100%	100%	100%	100%

Source: 2000 Census

Both the Manor Service Area and the City of San Leandro are more diverse than the State or Nation, with large portions of Hispanic, Asian, and Black/African-American residents. This diversity will be reflected in both materials and programs offered to the community by the Manor Branch--foreign language materials, ethnically representative authors, educational and awareness programs, etc.

5. COMMUNITY CHARACTERISTICS

The main demographic indicators discussed in Section 4 that will affect the provision of library services to the Manor Service Area are the growing population--and specifically the rapidly growing youth/student population and large proportion of seniors-- and the diversity of this population. These changes call for the branch to provide a diverse collection that celebrates and satisfies the diverse interests, a broad range of programs including cultural programs, and programs to help overcome language and/or cultural barriers. In addition, the high cost of living in the Bay Area is heavily felt in this area, as shown by the rising cost of housing and lower-than average median income. As described in Section 4, these characteristics mean the Manor Community Branch Library needs to be an important resource for students, casual readers, and point of both general and student technology access.

In addition to these social demographics, the Manor Community Branch Library Service Area has several physical limitations that affect library services. The overriding physical characteristics of the Manor Area in terms of provision of library services is the geographic barrier that I-880 presents for residents. This freeway forms a strong physical as well as perceived barrier for residents between themselves and downtown San Leandro, and many residents feel as though they are in a distinct and separate community. The freeway is only crossed in three places within the Manor Service Area: Farnsworth Ave. in the middle of the neighborhood, and Washington and Lewelling Avenues at the southern end of the Service Area and City. In addition to the freeway, there are Bay Area Rapid Transit (BART) overhead train tracks with railroad tracks directly below, further separating the Manor area from the downtown and eastern side of San Leandro.

Both of these transportation corridors separate the Manor Service Area. Industrial uses surround the Manor Service Area to the north and northwest, and the San Francisco Bay forms the western edge of the Service Area and the City. As mentioned earlier, the Service Area is expanding with new housing in this area; the new Heron Bay and Marina Vista housing developments--850 residences--were added in the last five years. The population of this area more than doubled due to these two developments; it grew from 1,125 residents in 1990 to 2,839 residents in 2000 (U.S. Census). Many of the new residents moving into this development are families with school-aged children.

The southern edge of the City, and an edge of the Manor Service Area is formed by San Leandro Creek. Although this is the limit of the City, 851 residents from San Lorenzo also use San Leandro's libraries, including the Manor Branch. Arroyo High School, located in San Lorenzo near the San Leandro/San Lorenzo border, is actually in the Manor Service Area. This high school has a current enrollment of 1,700. Approximately half of these students live in San Leandro, while the other half come from San Lorenzo. All of these high school students

have full access to the San Leandro Libraries. The Library and San Lorenzo Unified School District are continuously working on ways to better serve these students. A Manor Branch facility which could adequately serve the research needs of these students is a primary goal for the Library.

Because of its distinct boundaries, the Manor area has a strong sense of neighborhood identity. The area also has many services that help it stand as an individual community; the Manor Shopping Center, located next to the current Manor Branch, as well as a small center further east on Manor and one at the southern edge of the area at Lewelling Avenue and Wicks Boulevard, serve the neighborhood shopping needs. As much as the neighborhood functions independently, the area is lacking in City or other public services buildings; public services and spaces are limited to a recently built Marina Community Center on Wicks at the western edge of the Service Area and several parks in addition to the existing Manor Branch. The lack of easy access to downtown San Leandro combined with the self-sufficiency of the Manor area, makes the Manor Branch, as one of the only community service points in this area, even more vital.

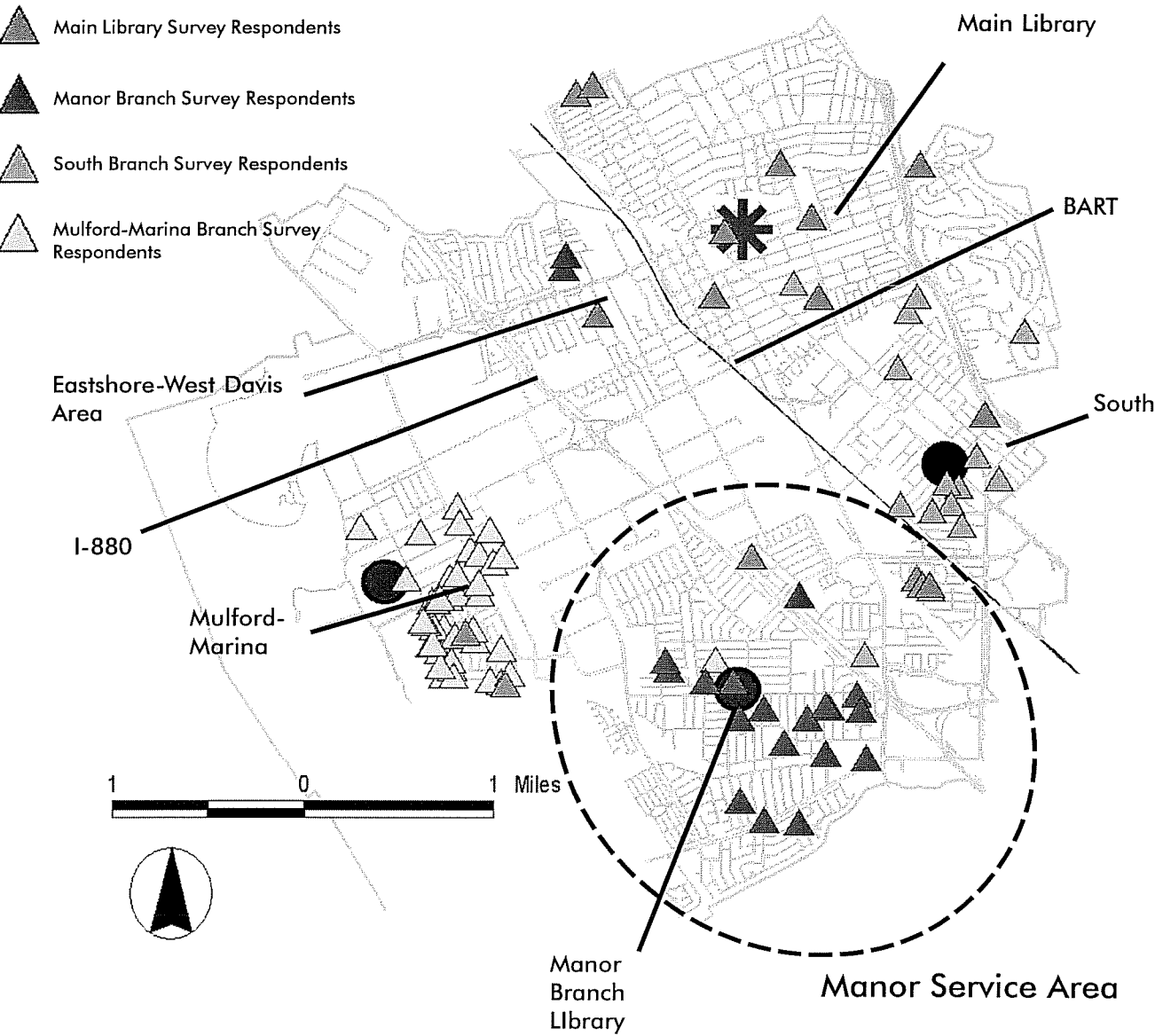
The mapping of customer use patterns done during the Branch Libraries Master Plan showed that very few residents of the Manor Service Area went outside of this area for their library services (see map on next page). Specifically, while one resident of this service area went west to the Mulford-Marina Branch Library, none of the Manor residents on the west side of I-880 crossed the freeway for library services. While this was a “snapshot” of customer users and not a statistically valid survey of patron use, the pattern is quite apparent.

In contrast to the barriers getting to downtown San Leandro, residents have an enormous amount of mobility within the Manor Service Area, with the only major barrier being the I-880 freeway for the Floresta neighborhood on the very eastern side of the Service Area. Manor Boulevard, Farnsworth Boulevard, Wicks Drive, and Lewelling Avenue create a framework of major routes through the area, and public transit serves Farnsworth, Wicks, and Lewelling via AC Transit, the regional bus system. Additionally, the area is quite walkable and traffic is low enough that bicycle access even by youth is not impeded.

Each aspect of the geographic, social, and physical considerations of the Manor Service Area will be addressed by the Plan of Service for the Manor Branch. For instance, the high number of student patrons will be addressed through both programs and spaces to assist these students with educational achievement.

COMMUNITY CHARACTERISTICS

SAN LEANDRO LIBRARIES Patron Map



6. LIBRARY SERVICE NEEDS

EXECUTIVE SUMMARY

The Manor Community Branch Library service area requires a larger facility to address the needs of its residents, with resources focused on serving diverse patrons and school-age children. Patrons identify lack of space as a major problem that limits the ability of the library to strengthen programming, increase access to technology, offer a wide range of collection materials, and provide adequate library seating. The needs of the service area – with its recent population growth, shifting demographics and increasing diversity – can no longer be met by the aging, deteriorating branch library.

Casual readers, students and seniors are the major users of the library. Underserved groups in the service area include: pre-school children; individuals who do not speak English or are more comfortable with other languages; individuals with low literacy skills; and those with low levels of formal education. The population of both seniors and youth are predicted to grow considerably in this service area over the next 20 years. The diversity of the Manor service area population, the high cost of living in the Bay Area, and lack of easy access to downtown San Leandro increase the need for a more vital Manor Community Branch Library.

Library, Seating and Program Space Needs. Additional space is needed for general library use, meetings, and other uses such as group and self-paced learning, computer training, literacy programs, and tutoring. In addition to group and individual study areas, seating configurations need to accommodate casual seats, both at tables and in a lounge setting.

In focus groups conducted in 2001, 67% of patrons felt there was not enough space for programs to occur at the library. With six percent of Manor service area residents having a less than a high school diploma, both literacy and other learning programs are needed at the Manor Branch. Other programs requested by survey participants include: storytelling; joint programming with area schools; community-sponsored events such as homeowner association meetings; tours and orientations to the library; continuing education (for adults, seniors and youth); cultural programs; and programs to overcome language barriers.

In collaboration with the City, the San Lorenzo and San Leandro Unified School Districts identified a need for joint venture projects in at least three service areas: computer learning activities, family literacy activities, and homework assistance activities. These projects will address needs identified in the Needs Assessment: providing computer and internet access to students after school; classroom space for the San Leandro Unified School District's Community Based English Tutoring (CBET) program; after-school homework assistance for students; and job opportunities for the youth of the community.

A multi-purpose room will address many of the group space needs identified in the Needs Assessment. This flexible room will provide space for a homework center, school-related projects, story-telling, programs for pre-school children, and other related uses. Additional space will also allow the branch to expand its collection and improve access to technology.

Collection Needs. Issues to consider in developing the branch collections include: providing materials reflective of the diverse composition of the community; providing a variety of formats to serve a range of patrons including seniors, non-English speakers, and differently-abled learners; providing a strong popular materials and casual reading collection to satisfy the needs of the large portion of elderly in the Manor service area; and acquiring multiple copies of popular media materials and materials likely to be used in student reports.

Based on pre-school and school-age student needs, the children's collection will increase by 50%. Materials in lan-

SERVICE NEEDS

languages other than English will be provided, not only for the non-English speaker, but also for the one-fourth of respondents who stated they would use materials in languages other than English. School libraries do not currently own adequate reference materials and Spanish and Asian family outreach materials, especially in Cantonese and Vietnamese.

Technology Needs. According to the Needs Assessment, students need access to computers for research, word processing, and printing papers. Schools indicate a desire for library support of their “eLearning” project that enhances the school curriculum through wirelessly connected laptops and online resources. Additionally, the Manor Branch will support the Community-Based English Tutoring Program (CBET) by having six computer stations available for classroom use.

Adults and students at the branch access online resources as a way to supplement the smaller collection size inherent in a branch library. Need for computer education classes is also indicated in the Needs Assessment data. To many people within the Manor Library service area, the prohibitive cost of computer hardware, software and internet service substantiates the need for more computers at the library.

Neighborhood Ambience. The public considers branch libraries as highly accessible neighborhood centers with personalized customer service. Many residents feel as though they are in a distinct and separate community because the neighborhood is separated from other areas of the City by Highway I-880. In patron surveys, 60% of Manor Branch library patrons reported never using any other libraries. Even with an expanded facility, patrons would like to see the Manor Branch maintain its neighborhood focus, continue services for all generations, and maintain accessibility and personal service. Library users want the branch to strengthen its role as a “neighborhood civic place” by providing both formal and informal gathering places.

Service Needs

The needs of the Manor Community Branch Library are unmet by the current facility. Increasing needs are a result of recent population growth and diversity, shifting demographics, age of the existing neighborhood branches, as well as the need to keep pace with changing technology and service provision needs by modern libraries. Demographic and community research described in this Needs Assessment and in the Branch Library Master Plan as well as the public participation in this planning process have helped the Library identify key themes and needs in the service needs of the residents served by the Manor Branch. This process has helped to identify both the strengths and the weaknesses and needs of the current Library and shape the service goals for the new Manor Branch facility.

The various forms of community participation--focus groups with the public, seniors, students, and schools, public workshops, patron surveys and interviews --identified four major themes that represent priorities for the Manor Branch: adequate space, collection, technology, and neighborhood ambience.

The demographic and community indicators for the Manor Service Area support and help explain the need for these services. The main indicators that will affect the provision of library services to the Manor Service Area are the growing population (and specifically the rapidly growing youth population and large proportion of seniors) and the diversity of this population. The specific needs these diverse groups have, including a diverse collection to celebrate and satisfy the diverse interests, a broad range of programs including cultural programs, and programs to help overcome language and/or cultural barriers. In addition, stress from the high cost of living in the Bay Area is heavily felt in this area, increasing the need for public service offerings close to the residents. The lack of easy access to downtown San Leandro makes the Manor Branch, as one of the only community service points in this area, even more vital. Further, the only other service providers in the area are the schools. As discussed earlier, these facilities have little capacity to operate for students outside of school hours. Also, the nearest provision of the adult English language tutoring program is in Hayward, California, the adjacent city.

Programming Needs

The small size of the current facility means the Library cannot provide many of the services the community needs. Residents want programs ranging from basic library services such as storytelling, which can only be held in summer months because the program must be held outdoors, and cultural and contemporary programs, to more space and service intensive programs such as a homework center--a top priority for Focus Group participants, and the most oft mentioned program in the patron survey that patrons wanted. As the Service Area's population grows, space for these programs will become more and more important to support the residents' needs.

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The large student population of Manor Service Area indicates the need for many more educational programs and support for area schools at the Manor Branch than the library is currently able to offer. The most basic need is a place to study outside of school hours and a collection that supports the curriculums. In addition, the Library is working with the schools to provide homework assistance in a new Manor Branch facility in the form of a center with space and accommodations for students to study and get assistance from tutors. Serving the student population in this way is a high priority for both the Library and San Leandro and San Lorenzo Unified School Districts, especially given the current and future growth in students in this area and since these educational programs are unavailable in the current library as well as at the current school libraries, which are only open during school hours.

Literacy is another much-needed program at the Manor Branch. Current space limitations severely limit the ability to do individual literacy tutoring, and there is no space for group tutoring or English as a second language classes, both of which the Library should offer. This need is important based on community input, current waiting lists for the Library's Project Literacy program, and the community's demographics, which place the literacy rate at just about the State average. Six percent of Manor Service Area residents do not have a high school diploma, and both literacy and other learning programs are therefore needed at the Manor Branch. In addition, this diverse population includes many non-native and non-English speaking residents. Offering space and support for an English tutoring program would greatly serve Manor area residents.

The Manor Branch desperately needs to provide program space in the form of a flexible multipurpose room that can be rearranged to meet the various program needs as well as group study spaces for smaller one-on-one tutoring of all sorts.

Since the shifting demographics of the Manor Service Area include an increased number of families and future students, attested to by the school enrollment projections and by the growth in younger population segments, other programs the Manor Branch needs to provide include basic programs such as weekly storytimes and lap sits to promote reading readiness and early child development. In addition, the Manor Branch should provide additional family and student programming, such as the Library's Best and the Brightest program (which incorporates educational themes such as science, math, art, and music for children and their parents to attend together), Family Fun Nights, Family Films, and Book Clubs for both adults and teens.

The diversity of the Manor Service Area, as well as community input, indicates a need for diverse programming as well. An enlarged Manor Branch would be able to host a variety of multi-ethnic/multi-cultural programs that are not currently available to address this need, including Black History Programs, Lunar New Year Program, Women's History Month, Asian Pacific Heritage Celebration, Cinco de Mayo and other holiday celebrations, and Native American Celebrations.

Programs needed by the growing number of seniors include life-education and enrichment programs such as author talks and readings, book clubs, holiday programs, computer education workshops as well as the multi-ethnic/multi-cultural programs already mentioned.

Such programs will serve not only seniors but the broader public as well. In addition, the Library does extensive community partnering to offer a variety of community programming:

- Job-bound skills for teenagers with the San Leandro Chamber of Commerce
- Baby-sitting skills for teenagers with Eden Hospital
- First aid and CPR trainings given through the Red Cross and Alameda County Firefighters
- Disaster preparedness training given by the City of San Leandro
- Legal assistance programs given in partnership with the Alameda County Bar Association

These community partnering programs as well as the library programs mentioned are all currently offered at the Main Library and would also be available at the Manor Branch if the facility is expanded.

In addition to library and community programming, the City and Library need to provide additional meeting space for various community organizations because of the geographic barriers between the Manor Service Area and the majority of community meeting spaces the City has to offer. The only other public meeting space within the Manor Service Area is the Marina Community Center, which is heavily used and often overbooked. Additional meeting space for organizations such as the area's homeowner associations, the Girl and Boy Scouts, as well as area business and school organizations is therefore another programming need for the Manor Branch.

Space needed by the Library includes not only area for general library use, programming, and meetings, but also for community resources, such as a greatly expanded collection and improved access to technology.

Library Seating Needs

Residents of the Manor identified lack of space as a main priority because of the service limitations the smaller facility imposes. An increase in space is needed to accommodate the variety of reader seats needed to meet the needs of both casual readers and students (and pre-school children), the two largest groups the Library serves in terms of demographics. Focus Group participants stressed they needed *space* to “study, work, and read.” This must include space for the variety of seating these groups require: group and individual study seats and casual seats both at tables and in a lounge setting. The sheer size of the Manor Service Area--28,000 in the year 2000 and growing--demands a larger library to accommodate the number of visitors and users. Further, the largest age groups currently in the area--seniors and youth--are the groups who use the library most frequently.

Collection Needs

Community input stressed the inadequacy of the current collection. Due to its small size, the collection lacks the depth needed for many of the residents, including both popular collections for casual reading and research materials needed by school aged children. The current lack of depth results in children not able to get information for reports (especially when multiple copies of materials are needed) and casual readers exhausting the library's collection in their area of interests, even though a portion of the collection is rotated on a weekly basis. A strong popular materials and casual reading collection is important to satisfy the needs of the large portion of elderly in the Manor Service Area. In addition, the fast-growing youth/student aged population requires a large increase in the volumes of both textbook and related informational texts and electronic resources to support their educational needs.

In addition to a strengthened collection, the community requires a greater variety in both types of materials and formats. The Manor Service Area is extremely diverse, with large Hispanic and Asian populations, and the collection at the Manor Branch needs to reflect these demographics. In addition, the patron survey noted that, if available, one-fourth of respondents would use a foreign language collection; the types of languages requested was also quite diverse. In addition, materials on video tape to assist those learning English were requested through both public workshops and focus groups.

A variety of formats needs to be provided not only for those with English language barriers, but for the general community as well: materials on tape, an expanded video collection, DVD, and large print books should all be provided to provide access to library materials to all.

Technology Services

Manor Service Area residents see the provision of adequate technology as vital to supporting student learning as well as the general public's needs. Students responded that they needed equipment for both word processing and printing papers as well as research. Adults responded that they saw technology as an extension of resources for both them and students; that the smaller collection a branch library has can be supplemented by on-line resources.

The Library will provide access to technology to both students and older adults learning to use computers for the first time, in both formal and informal settings. These computers will be provided in both larger clusters, to accommodate group computer training and workshops as well as group work, and individually (or small groups) to accommodate individual work on computers with some provision of privacy and quietness.

In addition to computers within the main library space, there is a need to provide computers dedicated to students to support new initiatives being introduced at area schools, such as the Electronic Learning (E-Learning) program introduced in the San Lorenzo Unified School District. The program emphasizes teaching using laptop computers, but younger students do not take the computers off-campus; additional computers at the Manor Branch as well as assistance using them would expand the students' access to this educational program. The Library needs to provide space for the use of these computers, potentially in a multipurpose room.

Neighborhood Service

The public sees all of the branch libraries as highly-accessible neighborhood centers with a high level of personalized customer service available to those who need extra assistance. The needs of the diverse population in the Service Area are met by this high level of personal attention. Some of these residents need special assistance due to language barriers or unfamiliarity with the library.

Residents also noted that the neighborhood-focused libraries were needed as a way of getting children involved, in providing a convenient location for older people and children and others with limited mobility. They also saw the neighborhood branch as vital to lifelong learning. Again, given the large population of seniors and children in the Manor Service Area, these themes will be stressed in both branch libraries' mission and plans of service.

Residents want to see the Manor Branch maintain its neighborhood focus even as it grows. This will be done through the design of the building as one focused on the intergenerational appreciation most residents have for one another: even

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while noise interrupts older patrons, they enjoy seeing children using the library and see the provision of services to youth as vital for the Manor Branch.

In addition to maintaining its neighborhood accessibility and personal service, residents felt that, as the Manor Branch is improved, it can retain its neighborhood focus by strengthening its role as a 'neighborhood civic place' by providing a public presence and both formal and informal gathering places.

7. SERVICE LIMITATIONS OF CURRENT LIBRARY

EXECUTIVE SUMMARY

The Manor Community Branch Library's service limitations include: insufficient collections of books and materials, deficient number of readers' seats; no appropriate or private staff work areas; high demand for limited computer technology; no dedicated and separate meeting rooms and group study space; and no space for needed programs such as tutoring, computer classes, or literacy services.

Collections. The Branch Libraries Master Plan recommends that by the year 2020, libraries in San Leandro have collections that reach 3.4 volumes per capita. To help meet this goal, a collection to be shared among all San Leandro Library sites ("the Branch Collection") is to increase to 79,200 volumes and the Manor Community Branch Library collection is to increase to 30,000 volumes – almost double its current level of 18,020. The current Manor Branch does not have a large enough collection, nor the right offering of books and materials to meet the needs and interests of the service area population. The Manor Branch has a large and growing school-age population, a growing number of residents whose primary language is not English and many people who want and need information in audio or video formats.

Reader Seats. The current Manor Branch library has 18 seats or 0.72 seats per 1000 population. Library planners recommend 3–5 seats per 1000 residents. The City's goal is 3.4 general purpose seats per 1000 people. This guideline means that the Manor Branch needs 27 more seats. The new library will include 57 seats in a range of configurations for pre-school and school age children and adults. In surveys of the Library's patrons, 80% of patrons were dissatisfied with the current seating at the Manor Branch. Patrons must go elsewhere to read, because they can't find a place to sit in the library. Students have no place to study. If they need to work in groups, they only have two 3-4 person tables as possibilities – and these tables are within book stacks and disruptive to other patrons.

Staff Offices, Workstations and Visual Supervision. In the current facility, there is limited space for staff uses and the space is not properly designed. Staff have no private work areas. The only staff desk is in open view to the entire library, behind the circulation desk. Patrons coming in and leaving the facility must wade through people lining up at the circulation desk, the book return or the library catalog, which are all directly inside the door to the facility. Much of the building has not been remodeled from its previous use as a dwelling place. Staff supplies are stored in kitchen cupboards and the work room, lunch room and storage room are in the former garage of the building, three steps down from the library level. Visual supervision is limited by the plan of the building. Staff cannot see a large portion of the library's seating due to the arrangement of stacks. Staff working in the garage area are out of the line of site of staff working with patrons.

Technology. Technology at the Manor Branch is extremely limited due to issues of space and infrastructure. Currently, the branch has only four computers, with two of these dedicated for card catalog use. The infrastructure problems include an inadequate electrical capacity, insufficient cabling and a poor layout for electronic uses. Almost three-quarters of Manor Branch patrons, in focus group responses, indicated that the number of computers available was insufficient to meet their needs. More computers were needed for Internet access, research, general word processing and writing for students. The Branch Library Master Plan recommends that by the year 2020, the Library provide 1.4 public access computers for every 1,000 people in the population - this translates to 20 general use computers at the Manor Community Branch Library. Supporting equipment, such as printers and copiers are also needed. There is no space for such equipment, or for the additional computers needed to meet the service area's population.

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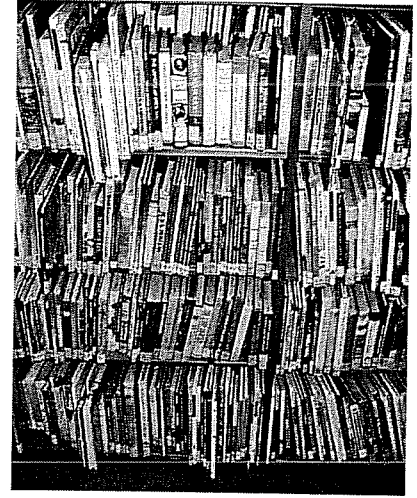
Meeting Rooms. There is currently no separately configured meeting space in the Manor Branch, for the public or for staff. By moving furniture around in the former garage area, meetings can be held with a limited number of people, but not without disrupting the regular library users. This area is not accessible to physically disabled persons and the area has no acoustical separation from the rest of the library. The limited capacity for any group meeting space, the disruptiveness of using the space and the fact is it not handicap accessible limits any group activity to a limited scope and only after regular library hours. This is a hindrance to children's programming, such as story hours (which currently must be held outside) and to any homework, arts and crafts, tutoring or community-serving uses (meetings, etc.).

Special Purpose – Group Study. The library has no separate study areas, which are especially important to school children as assignments from schools tend to involve more group work than in the past. Group study rooms are also important for community members for such uses as book discussion groups, the Project Literacy program, mentoring and tutoring and other cultural and social uses. The current Manor Branch has no group study areas. It only has two tables, with four seats each, available for group work, next to the new book collection. This area is not physically or acoustically separated from the rest of the library.

Library Services Needed. The current library, at 2,100 square feet, is woefully inadequate. Based on commonly accepted library building standards, to accommodate the existing 28,000 service area residents, the Library should be at least 14,000 square feet. The current facility does not have the space to accommodate the services, collection and seating needed for the service area population. It is unable to adequately host the typical programs held at public libraries, such as storytelling, special program tours and orientations. If these programs are provided at all, they must be offered on a limited basis and only while the library is closed, due to the lack of space. There is no room for students to work together on homework, for literacy services (including group services and individual tutoring), for self-paced learning or for group computer classes. There is no room for sufficient technology tools to meet the population of the service areas – including insufficient room and inadequate infrastructure for more computers, for printers or for a copier.

A. Collections

The current collection at Manor Branch totals 18,020 volumes, or about 0.75 volumes per person, far below what is needed to offer a range of books and other types of materials that meet the needs and interests of people of all ages, from toddlers to seniors. The collection needs to be broad enough to offer a variety of materials to patrons from a variety of cultural groups and large enough to offer multiple copies of popular titles that are in high-demand. San Leandro Library's collection of books and audiovisual media has been growing in size and diversity in recent years. The Library is currently building the Main Library collection and will have an average of 2.8 volumes per capita. Unfortunately, the volumes available at the branch facilities is lower than that needed in order to provide a sufficient number of books and other materials to meet community needs. And because of the growing multi-cultural and multilingual population as well as the school age population served by the branch libraries in San Leandro, the number of volumes per capita should be higher than the currently projected citywide level of 2.8 volumes per capita.



Collections at Manor Library

The Branch Libraries Master Plan recommends that by the year 2020, libraries in San Leandro have collections that reach 3.4 volumes per capita. This recommended guideline exceeds the most commonly used library planning guideline of 2.5 volumes per capita in order to meet the unique needs of San Leandro residents. These needs include a large school age population served by the branch libraries (especially Manor Branch), a growing number of residents whose primary language is not English, and many people who want and need information in audio or video formats. In addition, this level of service ensures that there will be more copies of materials on hand to support students' class assignments as well as copies of selected material in English and other languages to meet the needs of the City's multilingual residents. This level also includes sufficient audiovisual titles in various formats to serve the needs of people who speak limited English, people with learning differences, people with vision or hearing loss, and people of all ages who prefer to access information in audio or visual formats rather than in print.

These guidelines will allow the Library to add over 46,000 volumes to the citywide collection of books and audiovisual materials, bringing the total collection to nearly 300,000 volumes. These guidelines translate into ***nearly 20% more books and audiovisual materials citywide.*** The Manor Branch collection needs to be almost doubled--from 18,020 to 30,000 volumes--at the service level of 3.4 volumes per capita, an increase that is greatly needed to support the large student population in this area as well as the needs of other residents. These additional materials will enable the library to provide high-quality library services to all their customers and to support its large student population.

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"When I need to do my homework with classmates, we use our houses because there's no room at the library."

"Sometimes children go to do homework and the kids don't have enough room to sit."

"There's not enough seating for children or adults."

Manor Library Patrons

B. Reader Seats

Manor Branch's seating is extremely limited, with both patrons and staff complaining about the lack of seating for patrons throughout the day and especially after school hours when students are using the library to study. Currently there are only 18 seats in the Manor Branch, or 0.72 seats per 1000 population, far less than it needs to support its current patron use (The City has an overall seating level of 3.1 seats per 1000 people). These "general purpose" seats include a variety of seating types, such as 4-person reader tables, single-person study carrels, and lounge seating, but do not include seats designated for computer use, storytelling, community rooms or group study rooms. The existing number of seats is far fewer than what is needed based on current library planning guidelines, which call for 3-4 general purpose seats per 1,000 people.

Because the majority of patrons require a place to sit and an appropriate work surface to use when they come to their local San Leandro branch library--whether to read a book, work on homework assignments, do business-related research, or surf the Internet--the current lack of seating at Manor Branch means that patrons often cannot find a place to sit when the library is busy and that children do not have a place to study (there are only two 4-person tables for group work, which is within book stacks and disruptive to other patrons). This results in patrons checking out materials and leaving to go somewhere else to read or study and not being able to use the library for this most basic of purposes. This reality is a major concern of the community that was confirmed by the public participation; in surveys of the Library's patrons, a vast majority--80%-- of patrons were dissatisfied with the current seating at the Manor Branch.

The Branch Library Master Plan recommends that by the year 2020, the Library offer 3.4 general purpose seats per 1,000 people in the population. For the Manor Branch, this means adding 27 more seats to the Library--more than double what is currently offered in the small existing facility. This guideline will also allow the Library to accommodate the unique seating needs of each of the neighborhood areas it serves.

C. Staff offices, Workstations, and Visual Supervision

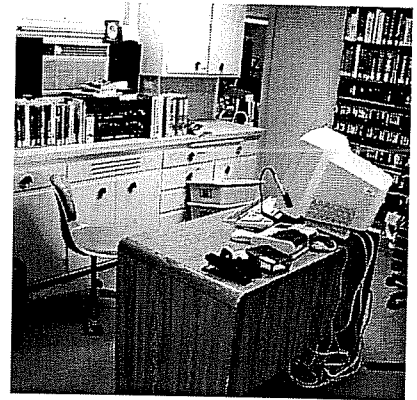
Staff workspace at the Manor Branch is inefficient due to both the limited space available for staff use as well as the design of the space. The “staff desk/workstation” is what was once a kitchen of the duplex, with storage behind the circulation desk taking place in kitchen cabinetry or out in the open, creating a cluttered and inefficient work environment. There is no visibility or privacy for the staff working at the one workstation as it is located directly behind the circulation desk and clearly visible by patrons at the desk as well as on the library floor. This desk is the only workstation in the library. There is no separate office available for private conferences between staff members for personnel or other discussions.

The circulation desk is the only public service station in the library, so most interactions with the library staff are initiated here. The desk is located directly inside the door, as are the book return and the library catalog computer, resulting in crowding and congestion at the door where people are returning books, looking up materials on the computerized library catalog, and checking out books all in the same place with extremely limited queuing space that interferes with egress into and out of the single-door public entry.

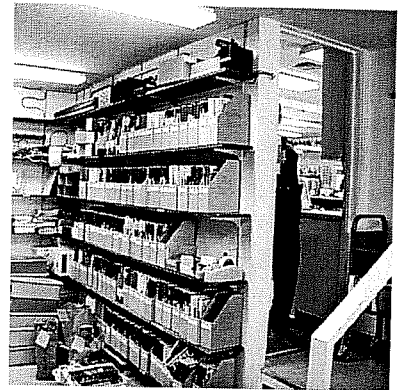
Visual supervision from this public service point is limited by the plan of the building, and staff at the circulation desk cannot see a large portion of the library’s seating due to the arrangement of stacks. This visual barrier includes an absence of sight lines to one of the main group work areas for students at the far end of the library. Further, because of the construction of the facility, there is no visual connection between the staff workroom/lunch room/storage room to the circulation desk, so staff is unable to signal for assistance at the front desk without leaving the service point.

Further the work room, lunch room, and storage room for the library is in what was formerly the garage of the building. This room is not only not accessible to those with disabilities (the garage is three steps down from the library level), it also lacks appropriate climate control, insulation, etc. for the storage of library materials. Library staff eating lunch in this area must wash their hands in the same sink used for the mop and other cleaning implements.

The custodial closet is much too small for the supplies needed, resulting in storage of such supplies with books and other materials in the general storage area in the building’s garage.



The only staff desk is open to the entire library; circulation desk and workstation storage is in “kitchen cupboards”



Library storage and staff lunchroom is in the building’s garage



Custodial Closet in an old pantry

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Manor Library's two public access computers

D. Technology

Technology at the Manor Branch is extremely limited and insufficient due to both issues of space and infrastructure. Providing computer access and technology training has been a challenge because of lack of space and insufficient data and electrical cabling. Although this is a challenge at all of the Branch Libraries, it is most notable at the Manor Branch with its large student population the Library supports. In fact, insufficient cabling, lack of space, and/or a poor layout has limited the number of general purpose computers that can be placed at many of the Library's branch facilities and has prevented needed computer training labs from being placed in any of the facilities.

The Manor Branch currently has only two computers with internet access; two other computers are dedicated to the Library's Catalog; the library also does not currently have either a public printer or a copier, further limited the necessary technology resources available to students and the general public. The current facility lacks both the space and the electrical capacity to accommodate the needed printers, copier, and computers. The system connection for the computers is a T-1 connection.

The lack of computers and other peripherals was identified by the Manor Branch patrons as a major deficit in focus groups conducted for the Branch Library Master Plan, almost three-quarters of Manor Branch patrons found that the number of computers was insufficient to meet their needs. Further, the need for computers for both Internet access and research, as well as for general word processing and writing for students was cited as an important priority.

The number of computers has remained small at the Manor Branch, the demand for publicly accessible computers and other digital recourses is extremely high and is expected to remain so well into the foreseeable future for a number of reasons. The cost of computer hardware, software, and Internet service is prohibitive to many people within the Manor Library Service Area. Even among those people who do have their own equipment, many do not have access to new high speed computers, Internet service, or the educational and research databases maintained by the Library. In addition, libraries play a central role in introducing new technology to the community and offering opportunities for community members to expand and update their technology skills. Currently Manor Branch cannot provide these services and training because it does not have the equipment or space.

The Branch Library Master Plan recommends that by the year 2020, the Library provide 1.4 public access computers for every 1,000 people in the population. This translates into 20 general use computers at the Manor Branch, which will allow for both use of computers individually and for computer training/programs. This service level will enable the Library to serve as the primary "community portal" into the information age for Manor Service Area's residents

E. Meeting Rooms

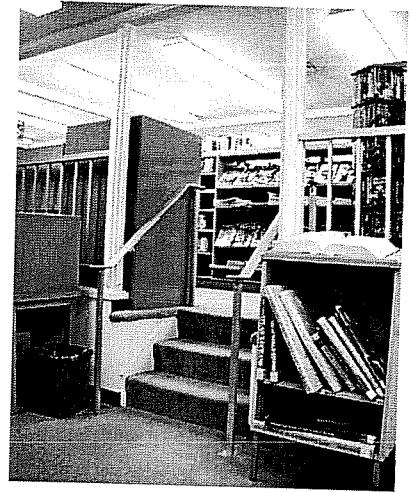
Although much needed, there is currently no meeting space in the Manor Branch for either public and community meetings or for library programs. In order to hold library programs, staff must move library furniture in the one area of the library where it is possible to hold any sort of program. This area can accommodate only a limited number of persons (approximately 16 folding chairs) and, as the area includes book stacks, cannot be used without disrupting the regular library users. Further, this area is a few steps down (it was formerly the second garage of the duplex before conversion into the library) and is not accessible to physically disabled persons.

The inappropriateness of this area for any type of group activity is further intensified by the fact that the area has no acoustical separation from the rest of the library. Because of these reasons, the Library cannot currently hold programs during open hours and is extremely limited and inadequate for programs during the Library's closed hours.

The children's area is so limited in size that it cannot accommodate any sort of storytelling activity. Class visits must be held during closed hours because of the small size of the facility. Larger programs cannot be held at all at the library during the winter due to lack of space; the only place to hold such activities is in the rear yard of the library.

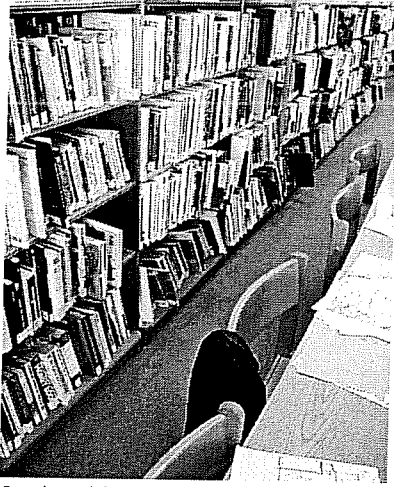
Sixty-seven percent of patrons in the focus groups conducted in 2001 felt there was not enough space for programs to occur at the library. Further, in patron surveys distributed at the Manor Library, the top priorities patrons wanted to see added--homework center, arts and crafts programming and tutoring--cannot be instituted in the current library facility due to lack of space.

A meeting room that accommodates 100 people is recommended for the Manor Branch in the Branch Library Master Plan. A room of this size will be able to accommodate a variety of activities from Library Programs such as storytelling, class visits, or readings, as well as joint-programming with area schools, such as a homework center, English literacy classes, and tutoring, as well as community-sponsored events such as homeowner association meetings or other groups.



Only area available for library programs is not ADA accessible, has no acoustical separation, and houses part of the Library's collection.

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Study table seating used for group work interferes with new book collection

F. Special Purpose - Group Study

In addition to providing community meeting rooms where large groups of people can gather, the Manor Branch is finding an increasing need to provide places where small groups of people can meet. Such dedicated group study rooms provide students with a quiet place to work on school projects, get help with homework, or participate in a tutoring program without disturbing other library users. The tremendous growth in school enrollment in the area means that many students are looking to the Manor Library--the only public gathering place available in the neighborhood--to provide spaces for studying and group school projects. This is especially important as assignments from schools tend to involve more group work than in the past.

In addition to use by students, group study rooms are also used by other community members for a wide variety of activities, including book discussion groups, home schooling, investment clubs, and the Library's Project Literacy program.

The current Manor Library facility not only has no group study areas, it only has two tables available for group work. These tables have no acoustical separation from the rest of the library and are currently located next to the new book collection, causing congestion as those who want to look at these books have to ask those sitting and working at the tables to move to get through to these books. The Library must try to accommodate students working on presentation boards currently do work for these projects--including cutting and gluing and other awkward tasks involved with preparing presentations--at these two study tables.

The Branch Library Master Plan recommends that, by the year 2020, the Manor Community Branch Library has 12 group study seats to accommodate student and other group use.

G. Library Services Needed

As mentioned throughout this section, the current Manor Branch facility is unable to accommodate needed services due to lack of space as well as infrastructure. The current facility hinders even those most basic services--the provision of an adequate collection and adequate seating to use the library. The current library facility simply does not have the space to accommodate the materials needed given the Service Area population and the Service Area's large number of schools and students.

In addition to these provisions, the library is unable to host regular programming typically held at public libraries, such as storytelling, special programs, tours and orientations to the library. These can only be offered on a limited basis and currently only while the library is closed due to the lack of space to hold such programs. The accommodation of a public meeting space for com-

munity use is also simply not available in the current facility. The Service Area's community needs space for public meetings such as homeowner association meetings, Boy Scouts, Girl Scouts, and other youth groups.

Educational programs needed to support the local schools include the most basic need of a place to study outside of school hours and a collection that supports the curriculums. Homework assistance in the form of a center with space and accommodations for students to study and get assistance from tutors is a high priority for both the Library and San Leandro and San Lorenzo Unified School Districts. These educational programs are unavailable in the current library as well as at the current school libraries, which are only open during school hours.

Programs the Library current offers at the Main Library and would be able to at Manor Branch as well if the space could accommodate them include the reading readiness programs, book clubs for adults and teens, cultural programs, job-bound and skill programs for teens, and community safety programs offered jointly with community partners. Many of these programs would serve the specific needs of and greatly benefit Manor residents.

Continuing education for parents of school children and adults, such as literacy tutoring and English-language classes, as well as programs such as book clubs, book and poetry readings, author talks, are all programs the Library would like to offer but does not have the space to do so.

Access to technology for the general public's use is severely limited due to the building's infrastructure as well as space. The community needs technology services as simple as public printers and copiers in the library, as well as an adequate number of computers to support student and public use. In addition to basic access to technology, the Library Technology training programs that are a part of joint Library-School District educational programs for adults as well as children or library-sponsored programs are desired but not feasible with the limited computers in the library and inappropriate set-up.

PHYSICAL LIMITATIONS

8. PHYSICAL LIMITATIONS OF CURRENT LIBRARY

EXECUTIVE SUMMARY

The existing Manor Branch Library building has significant issues relating to its physical limitations. The building is undersized and inadequate for its intended use, manifests several hazardous conditions, is ineffective in its ability to provide space for desired programs, and is inefficient for the staff attempting to deliver the services requested by service area residents.

Structural Issues

The original residential duplex that is now used for the library was constructed in 1952. The structure has had minimal upgrading work done on it since it was originally built. The design dead load used for the structural calculations for a library are substantially higher than the design dead load used for residential building design, and that increased loading for a library does not appear to have addressed in the 1971 renovation. The existing Library does not meet current structural building code requirements for vertical or seismic loading.

Energy Conservation

The current facility has not had any energy retrofitting done since the 1971 renovation. At that time fluorescent light fixtures were installed which are now 30+ years old terribly inefficient and provide a poor quality of light. The design of the building does not have accommodations for natural ventilation and cooling and the occupancy load it experiences on a daily basis is far above its intended use.

Health and Safety

The facility does not have appropriate separation of spaces, especially for lavatories and work sinks; there is no distance between the restrooms and the library floor, creating both health issues and privacy issues. Wiring in the building is currently at capacity, and is stressed beyond its intended use.

Disabled Access

The current Manor Library facility is not accessible to the physically disabled. The ramp built up to the entry of the structure has too great of a slope and does not meet current ADA requirements. The staff work spaces, restrooms and interior library areas are not accessible and do not meet ADA requirements.

Acoustics

As the current facility is a renovated duplex, there were no accommodations made to dampen acoustics within the building. The lack of space and separation for different activities in conjunction with the overcrowding results in noisy conditions. There are no areas with separation for quiet reading, tutoring, small group discussions, library programs, group work, readings, etc.

Space Flexibility/Expandability

The building's original design as a duplex has many inherent inefficiencies for its use as a public library. The layout of the library with two portions of the building at different levels – the reading room and the staff workroom, creates a

major problem both for accessibility and for the flexibility of the space. The building is structurally a house and does not provide an open plan it is a series of smaller spaces.

The building's design is completely inappropriate for expansion to gain the space needed for the library. The entry is recessed as with most residential structures with an adjacent driveway, creating a distinct lack of public presence by the library to those unfamiliar with its location. Further, the life span of the building is that of a residential structure which is being stretched by both its current use and the building's age (the structure is already 50 years old).

Functional Spatial Relationships

The lack of space within the building is one of the overriding problems with the current Manor Library facility. The lack of space affects every aspect of the library—collection and other materials available, reader seats, staff work areas, programming, technology offerings and use.

The placement of the staff workroom in what used to be a garage is less than ideal: staff working in this room have no visual connection to those working at the circulation desk to be able to provide assistance if necessary. Because the staff work areas are placed within the predetermined shapes of the kitchen and the garage, the material flow for checking in and reshelving books is nonlinear and creates congestion for staff as well as patrons who are queuing up to check out books while staff is trying to move books back to shelves.

Site

The current site has very few deficiencies and, in fact, has several strong advantages to it. It is centrally located within the Service Area, and, in a survey of patrons done in 2001, every respondent stated that the Manor Branch was in a “good location.”

The site is accessible not only via automobile, but is also located convenient to pedestrian and bicycles; this was confirmed through both focus groups and patron surveys; over 40% of those surveyed walked to the Manor Library.

The deficiencies for the current site include no dedicated parking, an inaccessible site and lack of visual prominence of the facility with no civic presence.

PHYSICAL LIMITATIONS

A. Structural

The original residential duplex that is now used for the library was constructed in 1952. The structure has had minimal upgrading work done on it since it was originally built. Minor structural improvements were made to the building when it was renovated into a Library in 1971. The structural work done in 1971 was primarily for accommodating the removal of walls and residential restrooms that were taken out to provide more space for the library. Since 1971 substantial changes have occurred in the building code, seismic design approaches have gone through drastic changes with information gained from recent earthquakes. Additionally the design dead load used for the structural calculations for a library are substantially higher than the design dead load used for residential building design, and that increased loading for a library does not appear to have been addressed in the 1971 renovation. The existing Library does not meet current structural building code requirements for vertical or seismic loading.

B. Energy Conservation

The current facility has not had any energy retrofitting done since the 1971 renovation. At that time fluorescent light fixtures were installed which are now 30+ years old; they are terribly inefficient and provide a poor quality of light. The mechanical heating system was also upgraded and installed in 1971 and, at 30+ plus years of age as well, should be considered at the end of its useful life and is significantly less efficient than a contemporary system. The existing system does not meet the current Title 24 energy efficiency code. The building has only residential-style single pane operable windows, with cooling being provided by window-unit style air-conditioning units that are insufficient to properly cool the space during the summer months. The design of the building does not have accommodations for natural ventilation and cooling and the occupancy load it experiences on a daily basis is far above its intended use.

C. Health and Safety

The facility does not have appropriate separation of spaces, especially for lavatories and work sinks; there is no distance between the restrooms and the library floor, creating both health issues and privacy issues. The sink in the staff workroom is used for mops and cleaning needs as well as employees during lunch.

Wiring in the building is currently at capacity. The electrical capacity has not been changed since its residential use. The ability for the library to meet the demands of its users is severely limited by the electrical capacity of the building. Computers, printers and copy machines cannot be accommodated with the current electrical service. Even the current load poses a potential safety issue as the building's electrical capacity is stressed beyond its intended use.

There are stairs located between the circulation desk and staff work area which present a safety concern. Navigating these stairs, which do not meet current



No separation between either staff or public restroom and library.

code design, is not only inefficient but can be risky for staff carrying materials from one space to the other, as they currently must do.

D. Disabled Access

The current Manor Branch facility is not accessible to the physically disabled. The ramp built up to the entry of the structure has too great of a slope and does not meet current ADA-requirements.

The staff works spaces as well as restroom are not accessible to the disabled: the restroom does not have appropriate door width or accommodations within the restroom (grab bar, seat height, sink design, etc.). Further, the only access from the staff desk to the staff workroom/lunch room is down three steps as the latter is located in what was once a garage. This room does not have an accessible washbasin and the exit door (to the back yard) does not meet accessibility requirements. The doorway into the work room is not only not accessible, the configuration of the space, with steps and a directional turn, creates a hazard to workers carrying heavy materials into the work room who have to navigate the narrow passageway. These steps in between the storage/work room and the circulation desk are completely inefficient and ineffective for the staff.

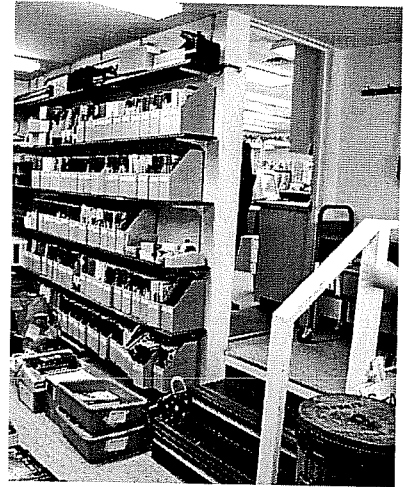
The public realm of the building is also not accessible to the disabled. A portion of the library is approximately two feet below floor grade, with the only access to this area via steps.

In addition to the building deficiencies, the current facility does not have appropriate space in aisles between seating and shelving and at the ends of some of the aisles. In addition, collection is currently shelved on all levels of the stacks, making it hard for the physically challenged—including children and seniors—to reach materials that are shelved too high or too low.

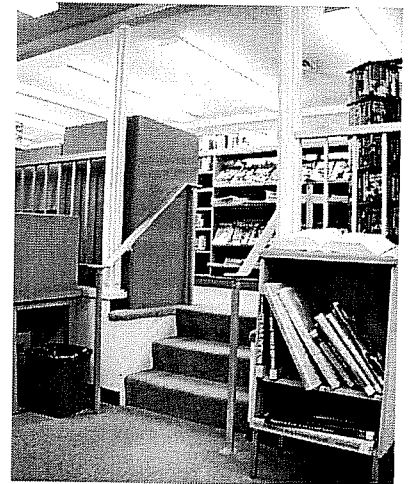
E. Acoustics

As the current facility is a renovated duplex, there were no accommodations made to dampen acoustics within the building. The lack of space and separation for different activities in conjunction with the overcrowding results in noisy conditions. There are no areas with separation for quiet reading, tutoring, small group discussions, library programs, group work, readings, etc.; all of these activities, if space can be found for them, occur right in the main area of the library with no noise separation. Although the community is generally understanding of the noise made by patrons needing to talk or making noise while working, noise levels are disruptive throughout the facility, with noise generated in one part of the library traveling throughout the rest of the space.

There are also no areas with acoustical privacy for staff to have confidential conversations regarding employees or patrons aside from the work/storage room. There is no acoustical separation between staff working behind the circulation desk (checking in books, organizing holds, etc.) and the public area of the library.



Staff access to work room.



Lowered portion of library has no ADA access.

PHYSICAL LIMITATIONS



The current Manor Library looks the same as other residential structures along Manor Boulevard.

F. Space Flexibility/Expandability

The building's original design as a duplex has many inherent inefficiencies for its use as a public library. The layout of the library with two portions of the building at different levels – the reading room and the staff workroom, creates a major problem both for accessibility and for the flexibility of the space. The building is structurally a house and does not provide a open plan. It is a series of smaller spaces. The spaces available within the structure limit the ability to change and the floor level changes further restrict the situation. As discussed earlier, the small size of the building results in crowded conditions at almost all times the building is in use. The lack of space for different activities results in both crowding and conflicts in movement and use.

The building's design is completely inappropriate for expansion to gain the space needed for the library. The constraints of renovating and building additions to this existing building would limit the functional design so severely that it would result in a less efficient, severely compromised plan. The greater cost for this high level of renovation work would exceed the cost of completely new construction.

Because of the residential nature of the structure, the placement of book stacks on the floor is limited, the lighting and electrical capacity is at its maximum and needs replacement, and the public restrooms are inadequate. The entry, as with most residential structures, is recessed with an adjacent driveway, creating a distinct lack of public presence by the library to those unfamiliar with its location. Further, the life span of the building is that of a residential structure which is being stretched by both its current use and the building's age (the structure is already 50 years old). As the facility continues to age, it will become increasingly inadequate in meeting both the growing demand for traditional library services and the new expectations placed on modern libraries. It is also suffering from an increased Service Area population which will continue to grow and place more and more demands on the already inadequately sized facility.

G. Functional Spatial Relationships

The lack of space within the building is one of the overriding problems with the current Manor Branch facility. The lack of space affects every aspect of the library—collection and other materials available, reader seats, staff work areas, programming, technology offerings and use. Additionally, the size of the library results in less flexibility for distribution of the resources—seats, computers, etc.—because of the need to get as many resources within the tiny existing space as possible. This results in such problems as inadequate seating for the different collection types and services as well as the inappropriate placement of library resources next to conflicting uses: the new adult book offerings next to the study tables, the lack of separation for the children's area from quiet reader seats, and the placement of public use computers adjacent to the entry and only circulation path into the building (which creates congestion between

those using or waiting to use computers and those entering/exiting the building).

As mentioned previously, the placement of the staff workroom in the garage is less than ideal: staff working in this room have no visual connection to those working at the circulation desk to be able to provide assistance if necessary. The staff service desk is the only service point in the library and with the heavy use there is no ability to have any confidential discussion regarding a patrons account nor provide one-on-one reference support.

Processing returned books and reshelving is extremely inefficient and inadequate in the current setup. Because the staff work areas are placed within the predetermined shapes of the kitchen and the garage, the material flow for checking in and reshelving books is nonlinear and creates congestion for staff as well as patrons who are queuing up to check out books while staff is trying to move books back to shelves. One of the greatest limitations of the building is its inability to efficiently accommodate the functional requirements of a library, thus making staff extremely inefficient and allowing less time for them to provide services to their patrons.

H. Site

The current site has very few deficiencies and, in fact, offers several strong advantages. It is centrally located within the Service Area, and, in a patron survey conducted in 2001, every respondent stated that the Manor Branch was in a “good location.” It is located next to the main shopping center in the neighborhood, and the location has a strong presence within the community. The location is convenient to the major automobile routes through the neighborhood (Manor Boulevard and Farnsworth Avenue) as well as next to three major public transit lines.

The site is accessible not only via automobile, but is also conveniently located for pedestrians and bicycles. This was confirmed through both focus groups and patron surveys -- over 40% of those surveyed walked to the Manor Branch (compared to 80% arriving by car and 10% walking to the San Leandro Main Library). In fact, retaining this accessibility is imperative given the number of patrons who depend upon a walk able location for their library.

The deficiencies for the current site include no dedicated parking, an inaccessible site and lack of visual prominence of the facility with no civic presence. The lack of parking at the site is a barrier to use for the community and since the lot sizes in the neighborhood are relatively small the street parking is in short supply.

With the central, easy accessible and visible location of the existing Manor Branch, the new building will utilize this site and in addition will gain the space of the adjacent parcel. With the addition of the adjacent parcel, the “pluses” for this site will only increase because the enlarged site will be even more visible, provide sufficient parking and be one step closer to the



The existing site is located adjacent to the main neighborhood shopping center.

PHYSICAL LIMITATIONS

neighborhood's central intersection.

I. Special Considerations

The existing facility was not designed as a library, and the facility adversely affects the City's ability to provide library services to the community. The building has severe infrastructure problems with all building systems--structural, mechanical, and electrical. It is not energy efficient and does not meet current building codes. It is not accessible to the disabled and it is not efficiently nor safely designed for library staff. Because of its small size the building cannot support many library needs in its community. The location of the library within its service area is excellent, easily accessible and central. However, it has no available parking, which severely limits its availability for use.

A. Library Collections

1. Current and Future Collection Allocation

As described earlier, the current collection does not meet the community's needs. The following charts show this Existing Collection, as well as the proposed collection growth for the new facility. The new facility will have the capacity for 30,000 volumes, almost twice that of the current collection. This capacity assumes that each shelf will be 75-80% full. This shelving plan is significant given the current need to load each shelf to capacity to fit the number of volumes the Manor Branch currently holds. The current shelving arrangement, however, makes it difficult to browse or find books. Shelving in the new facility will allow the collection to be dispersed enough that patrons can easily browse the stacks.

Although the percentage varies from collection to collection, it is estimated that at any given time, it was estimated that between 30-35% of the collection

Existing Collection at Manor Branch Library				
	Adult	Young Adult*	Children	Total
Total Book & Media Collection:				30,000
Media				3,000
Books				27,000
Books	8,435	585	7,085	16,105
	52%	4%	44%	
Media	1,764	0	0	1,764
	59%		0%	
Magazines Backfiles	150			150
Total	10,349	585	7,085	18,019
Books				
Reference	266			266
Fiction & Genre	2,496	360	2,628	5,484
Nonfiction/Careers/Holidays/Folktales	2,944	225	2,400	5,569
Languages	240			240
Picture Bks/Board Bks + Junior Easy's (JES)			2,057	2,057
Paperbacks	617			617
Civ Collection (includes New/BestSellers)	1,872			1,872
Total	8,435	585	7,085	16,105
Audiovisual Media				
Videos	1,764			1,764
Total	1,764			1,764
Total Books & Media:	10,199	585	7,085	18,019
* Young Adult non-fiction included in Adult non-fiction numbers				

will be in circulation. The percentage of collection on the shelf at any given time for each category of the future collection is listed in the chart on page 73.

2. Collection Development

As described in the Service Needs Section of this Assessment, the collection needs to expand to accommodate all library users. However, there needs to be a special emphasis on resources for both children/students and leisure reading for all ages. Because of these needs, the children's collection will be expanded by about 50%, while the adult collection, including new books/best-sellers, will be updated and expanded by approximately 2,500 volumes, while the young adult collection will be doubled (note that young-adult nonfiction is included in adult nonfiction). Library use patterns as describe by patron surveys and public input, library staff interviews as well as current holdings were used to help determine future collection development needs. While the Library's purchasing patterns were not directly used to determine the recommendations, the project team included the library director, ensuring the development and growth of the collection was appropriate given the Library's resources.

Much of the needed books for students are included in the increased number of volumes in the children's collection; in addition, the Library will be expanding its reference book collection and maintaining a high quality electronic reference collection. Reference in the Library for students will also be enhanced through the addition of computers which have access to the Library's many electronic databases.

These recommendations were based on the Wheeler standards and Wisconsin Public Library Standards for collection size, which recommend 2.5-3.0 volumes per capita for a city of San Leandro's size. The service level for San Leandro was set slightly higher, at 3.4 volumes citywide, to ensure that, with the large collection at the Main Library that serves its own neighborhood area as well as holdings that support all residents, the neighborhood branches would have a sufficient collection holding to support neighborhood users. The collection at Manor Branch is tied into the citywide collection, with the Manor Branch's permanent collection of 30,000 volumes supplemented by the Main's rotating collection of new and popular materials as well as daily deliveries of holds and requests.

The Manor Branch has a materials budget of \$31,000 per year for new materials, and continually updates the collection with this money. In addition to the money budget specifically for materials for the Manor Branch, the San Leandro Library also provides a collection of new and popular materials that rotates between the Main Library and the branches.

The Manor Branch currently serves approximately 180,000 visitors per year, with a circulation of 85,000 volumes per year. In addition to circulating items,

the Manor Branch serves a vital role in assisting students and the general public with reference questions, with the staff fielding approximately 12,000 reference questions each year from patrons.

3. Projected Collection

The information requested in this section is included in the Collection Plan graph below and in the chart for #4 on the next page.

Collection Plan for Manor Branch Library

	Adult	Young Adult*	Children	Total
Total Book & Media Collection:				30,000
Media				3,000
Books				27,000
Books	11,000	1,000	15,000	27,000
	41%	4%	56%	
Media	2,500	na	500	3,000
	83%		17%	
Total	13,500	1,000	15,500	30,000
Books				
Reference	300			300
New/Bestsellers	1000		250	1,250
Fiction & Genre	2,000		2,250	4,250
Nonfiction/Careers/Holidays/Folktales	5,000	500	5,500	11,000
Languages	1,000		500	1,500
Large Print	500			500
Picture Bks/Board Bks + Junior Easy's (JES)			5,000	5,000
Junior Easy Readers (JERS)			1,000	1,000
Paperbacks	1,000	500	500	2,000
Parents	200			200
Total	11,000	1,000	15,000	27,000
Audiovisual Media				
Video/DVDs	1,000		100	1,100
Music CDs	750		100	850
Audio books/books on CD	750		100	850
AV Kits			100	100
CDRom Software			100	100
Total	2,500	0	500	3,000
Total Books & Media:	13,500	1,000	15,500	30,000

* Young Adult non-fiction included in Adult non-fiction numbers

SPACE NEEDS

4. Future Collection Chart

	Items Owned	% on Shelf	Items Shld	Shelf Type	Items/LF	LF Needed	Sections Needed	SF Needed
Non-Circulating Books								
Reference Collection:	300	100%	300	72"/5sh	7	43	2.9	34
Circulating Books								
Adult Books								
New/Bestsellers	1,000	60%	600	72"/5sh	5	120	8.0	96
Fiction & Genre	2,000	65%	1,300	84"/6sh	8	163	9.0	108
Nonfiction	5,000	70%	3,500	84"/6sh	8	438	24.3	292
Languages	1,000	60%	600	84"/6sh	10	60	3.3	40
Large Print	500	75%	375	72"/5sh	8	47	3.1	38
Paperbacks	1,000	60%	600	72"/5sh	10	60	4.0	48
Parents' Collection	200	75%	150	66"/5sh	8	19	1.3	15
Total Adult Books	11,000		6,375			767	43.8	526
Teen Books								
Paperbacks	500	50%	250	72"/5sh	10	25	1.7	20
Nonfiction (shelved w/ ANF)	500	70%	350	72"/6sh	8	44	2.4	29
Total Teen Books	1,000		600			69	4.1	49
Children's Books:								
New Books	250	65%	163	66"/5sh	10	16	1.1	13
Fiction & Genre	2,250	75%	1,688	66"/5sh	10	169	11.3	135
Nonfiction (& Holidays)	5,500	65%	3,575	66"/5sh	10	358	23.8	286
Languages	500	65%	325	66"/5sh	15	22	1.4	17
Picture Bks/Folktales/Board Bks	5,000	65%	3,250	45"/3sh	15	217	24.1	289
Easy Readers	1,000	65%	650	45"/3sh	15	43	4.8	58
Paperbacks	500	60%	300	66"/5sh	10	30	2.0	24
Total Children's Books	15,000		9,788			838	67.4	809
Total Book Collection:	27,000		16,763			1,674	115.3	1,384
All shelves are 3 ft long, each section is single-sided, calculated at @12 square feet								
Audiovisual Media								
Adult/Teen Media:								
Video/DVDs	1,000	50%	500	66"/5sh	12	42	2.8	33
Music CDs	750	65%	488	66"/AV browse	20	24	1.6	20
Books on CD & Tape/Lang Learning	750	65%	488	66"/5sh	12	41	2.7	33
Total Adult/Teen Media:	2,500		1,475			107	7.1	85
Children's Media:								
Video/DVDs	100	50%	50	66"/5sh	12	4	0.3	3
Music CDs	100	65%	65	66"/AV browse	20	3	0.4	4
Books on CD & Tape	100	75%	75	66"/5sh	12	6	0.4	5
AV Kits	100	66%	66	66"/AV hangup	8	8	0.9	11
CDRom software	100	50%	50	66"/5sh	8	6	0.4	5
Total Children's Media:	500		306			28	2	29
Total Media Collection:	3,000		1,781			135	10	114
Total Books & Media:	30,000		18,844			1,851	128	1,532
Magazines & Nsp's Displayed								
Adult English Lang Magazine Display	60 titles	100%	60	72"/5sh	1.0	60	4.0	48
Adult English Lang Magazine Backfile	100 pambox	100%	100	72"/5sh	2.3	43	2.9	35
Adult English Lang Newspapers	6 titles	100%	6	72"/5sh	0.67	9	0.5	6
Teen Magazines & Comics	15 titles	100%	15	84"/6 sh	1.0	15	0.8	10
Children's English Lang Magazines	15 titles	100%	15	66"/5sh	1.0	15	1.7	20
Children's Parents' Magazines	6 titles	100%	6	66"/5sh	1.0	6	0.4	5
Total Mag & Nsp Display:	104 titles		104 & 100 pam boxes			148	10.3	124
Total Linear & Square Ft Needed:						2,000	138.0	1,656

B. Reader Seating

1. Patron Seating Description

The Manor Branch needs to include a variety of seating for the different user types: group and individual study tables and casual seating for both adults and families.

The following chart outlines the quantities of each of these, which are based on the need to increase all areas of seating, but especially casual areas and group study areas:

Seating Plan for Manor Branch Library

Space	Seating Type	# Tables	# Seats
Reader Seating:			
For Adults			
Adult Circulating Books	4-place tables, rectangular	4	16
Adult Circulating Books	lounge chairs	0	4
Magazines & Newspapers	lounge chairs	0	4
Magazines & Newspapers	4-place tables, rectangular	1	4
<i>Adult Seating subtotal:</i>			28
For Children			
Children's Circulating Books	4-place tables, rectangular	2	8
Picture Books	4-place tables, round	2	8
Picture Books	lounge chair	0	1
<i>Children's Seating subtotal:</i>			17
Special Seating			
Group Study	2-place tables, rectangular	2	12
Program Room Seating	stacking seats	0	80
Dedicated Reader Seating:			57

2. Seating Standards

Reader seating capacity is based on population, with the San Leandro Branch Libraries having a guideline of 3.4 seats per 1000 people, for a resulting citywide seating level of 3.1 seats per 1000 population. This guideline is based on the Wheeler recommendation of 3.0 seats per 1,000 population for a city of San Leandro's size. The seats per 1,000 population is higher at the Manor Branch than for these standards and the citywide average because of the need to accommodate such a large number of students living and attending school in the Manor Service Area. This slightly higher seating capacity will ensure that

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there will be enough chairs and tables for students and for other patrons to be able to use the library simultaneously (currently, there are so few seats users tend to use the library in “shifts” with older adults using the library in the morning, and students packing the library in the afternoon and evening).

3. Seating Space Calculations

The space required to accommodate patron seating was determined using the following conversion factors. Square footage allocations were determined using LAMA's *Building Blocks for Planning: Functional Library Space*, 2001:

Seating Plan for Manor Branch Library

Seating Type	Quantity	SF/ Unit	Total SF
chair @ 2-pl table, public	12 seats	25	300 nsf
chair, @ 4-pl table, public	36 seats	25	900 nsf
chair, @ 4-pl table, staff	4 seats	25	100 nsf
chair, guest	4 seats	0	0 nsf
chair, lounge	9 seats	35	315 nsf
chair, stacking for program room	80 seats	15	1,200 nsf
chair, staff	12 seats	inc. in workstation	
chair, task	22 seats	inc. in workstation	
chair, toddler	8 seats	inc. in workstation	
Total Square Footage for Seating*			1,615 nsf

*Program Room Seating not included

C. Technology

1. Technology Equipment

Computers

The Manor Branch will be increasing access to technology for the public significantly in the new facility. As described in the Service Needs section, the Branch Facility Master Plan recommends 1.4 computers per 1000 people. This translates to 20 public access computers in the Manor Branch. Given the Service Area's population, these computers are allocated equally between children and adults.

In addition to the general access computers, the Library and School District will be providing learning opportunities in the Program Room which will have a heavy reliance on technology. The E-Learning program between the Library and San Lorenzo School District will provide 20 laptop computers for the E-learning afterschool tutoring program. These units will be stored in the program room when not in use to provide full access to the program room for other activities.

Additionally, the Community-Based English Tutoring Program (CBET) will have 6 computer stations available for classroom use. These stations will be concealed when not in use so as not to disrupt other uses of the program room.

Printers and support

There will be six public printers located with the general public access computers to serve these needs. The technology connection for the general access and literacy computers will be through a T-1 line, with a server located in the Manor Branch to service these computers.

Other Technology Equipment

Besides public access computers, the new Library will take advantage of new technologies to better serve the public and allow for better staff efficiency; this includes two express checkout machines located adjacent the circulation desk. The Library will also provide a copy machine for library use.

SPACE NEEDS

2. Technology Space Calculations

The space required to accommodate technology needs was determined using the following conversion factors. Square footage allocations were determined using LAMA's *Building Blocks for Planning Functional Library Space*, 2001:

Technology Plan for Manor Branch Library					
<i>Space</i>	<i>Equipment Type</i>	<i>Table</i>	<i>Units</i>	<i>SF/Seat</i>	<i>SF Needed</i>
General Access Computers					
Customer Assistance Desk	stand-up computer	2	2	16	32
Public Computers	sitdown computer wkstr	6	6	35	210
Adult Circulating Books	stand-up computer	2	2	16	32
Computers for Children	sitdown computer wkstr	6	6	35	210
Computers for Children	stand-up computer	4	4	35	140
<i>General Computers subtotal</i>		20	20		624
Program Room Computers					
E-Learning Laptops	laptops used at tables	4	20	35	700
Literacy Computers	built-in seating	6	6	15	90
<i>Program Room subtotal</i>		10	26	50	790
Express Checkout	express checkout station	2	2	45	90
Copy Machine	copy machine	1	1	45	45
<i>Misc. machine subtotal:</i>		3	3		135
Printers					
Public Computers	networked printers	3	3	12	36
Computers for Children	networked printers	3	3	12	36
<i>Printers subtotal:</i>		6	6		72
Total Public Computers:			20		
Total Program Computers:			26		
Total Dedicated Technology Area:					831

D. Staff Offices and Workstations

1. Projected Staff

Library staff to support the new Manor Branch will include one Senior Librarian, one Librarian, one Senior Library Assistant, three Library Clerks, one Homework Center Teacher, five Homework Students Assistants, and five Library Pages.

2. Staff Workstations

Given these staffing needs, the public service points in the library will include the circulation desk with two service points and the information/customer service desk for one additional staff member.

The staff workroom will include three modular workstations for dedicated staff--the Senior Librarian, the Librarian, and the Senior Library Assistant--as well as one check-in workstation for processing book returns and a work counter for general use. The staff room will also provide lockers for staff that do not have desks or work on the library floor as well as a break area.

3. Staff Workstation Space Calculations

The space required to accommodate staff needs was determined using the following conversion factors. Square footage allocations were determined using LAMA's *Building Blocks for Planning: Functional Library Space*, 2001:

Staff Areas for Manor Branch Library

Staff Offices and Workstations	Unit	SF each	SF Needed
Staff Workroom			
Workstation, modular, 8x8 + 20% circ space	1 wkstns	77	77
Workstation, modular, 7x7 + 20% circ space	2 wkstns	59	118
work counter, 8'x3', lat files below & cabinet above	1 counter	40	40
check-in wkstn for processing returned material	1 wkstns	50	50
<i>Staff Office Space subtotal:</i>			285
Public Service Points			
Circulation Desk staff counter positions	2 counter	60	120
Information/Customer Service Desk	1 counter	60	60
<i>Public Service Space subtotal:</i>			120
Total Area Needed for Staff			405

E. Meeting Room Requirements

1. Meeting Room Capacity

As described in the Service Needs and Service Limitations section, the Manor Service Area has a great need for a program space for basic Library programs such as storytelling and literacy training, for public use such as homeowner association meetings or cultural programs, and for school-library programming such as the E-learning program and the homework center.

SPACE NEEDS

Given the heavy demand found in both the community analysis and the public participation done for the Needs Assessment for library programs, a program room/meeting room space will allow the Library to fulfill its desire to provide these programs to the public. These programs are further outlined in the Manor Community Branch Library's Plan of Service.

2. Meeting Room Space Calculations

The meeting room needs to accommodate 80 to 100 people in auditorium-style seating, and accommodate about 35 people in conference-style seating (at tables). This will allow for classroom programs for up to 35 students (the current class size for the Manor Service Area schools ranges from 23 to 30 students) to occur as well as public meetings and presentations. It will also accommodate the proposed joint use programs: homework center with both San Lorenzo and San Leandro School Districts, the e-Learning program, and the Community Based English Tutoring (CBET) classes. Note that the building will need to comply with the Field Act because of these anticipated classroom visits. Also, because of the anticipated multiple functions of this room, the room will require a storage room for both A/V equipment and space for storing stacking chairs and tables when not in use.

The space required to accommodate these meeting room needs was determined using the following conversion factors. Square footage allocations were determined using LAMA's *Building Blocks for Planning: Functional Library Space*, 2001:

Meeting Room for Manor Branch Library

Staff Offices and Workstations	Unit	SF each	SF Needed
Seating			
auditorium-style seating	80 seats	15	1200
seating at tables	6 tables	n/a	
kitchen/refreshment area	1 counter	50	50
<i>Program space subtotal:</i>			1250
Equipment/Space for Special Programs			
computers for family literacy program	6 wrkstn	15	90
shelving for literacy book, enclosed 84"	2 shelf	8	16
<i>Dedicated space for family literacy:</i>			106
Storage Space for Program Room			
storage space for stacking chairs and tables			62
equipment racks for mtg room AV	1 rack	10	10
<i>Storage space subtotal:</i>			72
Total Area Needed for Program Room and Storage:			1428

F. Special Purpose: Miscellaneous Space Needs**1. Additional Spaces**

Not applicable.

2. Calculations

Not applicable.

G. Non-Assignable Space**1. Assumptions and Calculations**

Non-Assignable Area for Manor Branch Library		
Square Footage	NSF	GSF
Assignable Square Feet	7,085	
Non-Assignable Square Feet at 25%	2,362	
Total Area Needed for Manor Branch Library		9,447

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Acknowledgements

Recommended service levels are based on the planning recommendations of Kathy Page, Kathryn Page Associates, and the selected standards as stated in the text and cited below. San Leandro-specific recommendations were determined during the Master Planning process for the San Leandro Branch Libraries with the Project Management Team as described in the *San Leandro Branch Libraries Master Plan* and the *Community Library Needs Assessment* which is part of the documentation for the application of San Leandro Public Library – Manor Community Branch Library to the *California Reading and Literacy Improvement and Public Library Construction and Renovation Bond Act of 2000*.

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Appendix One: San Leandro Branch Libraries Master Plan

The following pages contain the *San Leandro Branch Libraries Master Plan* a year-long study of the City's branch library facilities and network which was done to envision how San Leandro could best meet the library service needs of the branch service area residents of the City.